

U.S. Department of Education
Washington, D.C. 20202-5335

APPLICATION FOR GRANTS
UNDER THE

Centers for International Business Education

CFDA # 84.220A

PR/Award # P220A180022

Grants.gov Tracking#: GRANT12650897

OMB No. , Expiration Date:

Closing Date: Jun 13, 2018

PR/Award # P220A180022

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This application was generated using the PDF functionality. The PDF functionality automatically numbers the pages in this application. Some pages/sections of this application may contain 2 sets of page numbers, one set created by the applicant and the other set created by e-Application's PDF functionality. Page numbers created by the e-Application PDF functionality will be preceded by the letter e (for example, e1, e2, e3, etc.).

Application for Federal Assistance SF-424

* 1. Type of Submission:

- ☐ Preapplication
☐ Application
☒ Changed/Corrected Application

* 2. Type of Application:

- ☒ New
☐ Continuation
☐ Revision

* If Revision, select appropriate letter(s):

* Other (Specify):

* 3. Date Received:

06/13/2018

4. Applicant Identifier:

5a. Federal Entity Identifier:

5b. Federal Award Identifier:

GRANT12650539

State Use Only:

6. Date Received by State:

7. State Application Identifier:

8. APPLICANT INFORMATION:

* a. Legal Name: The George Washington University

* b. Employer/Taxpayer Identification Number (EIN/TIN):

530196584

* c. Organizational DUNS:

043990498

d. Address:

* Street1:

2121 I Street NW

Street2:

Rice Hall Suite 601

* City:

Washington

County/Parish:

* State:

DC: District of Columbia

Province:

* Country:

USA: UNITED STATES

* Zip / Postal Code:

20052-0086

e. Organizational Unit:

Department Name:

INTERNATIONAL BUSINESS

Division Name:

GWSB

f. Name and contact information of person to be contacted on matters involving this application:

Prefix:

Dr.

* First Name:

Anna

Middle Name:

H.

* Last Name:

Helm

Suffix:

Title: Asst. Teaching Prof of International Business

Organizational Affiliation:

The George Washington University

* Telephone Number:

202-994-8150

Fax Number:

* Email: ahelm@gwu.edu

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Application for Federal Assistance SF-424

* 9. Type of Applicant 1: Select Applicant Type:

O: Private Institution of Higher Education

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

* Other (specify):

* 10. Name of Federal Agency:

Department of Education

11. Catalog of Federal Domestic Assistance Number:

84.220

CFDA Title:

Centers for International Business Education

* 12. Funding Opportunity Number:

ED-GRANTS-051418-001

* Title:

Office of Postsecondary Education (OPE): Centers for International Business Education Program CFDA Number 84.220A

13. Competition Identification Number:

84-220A2018-1

Title:

Centers for International Business Education 84.220A

14. Areas Affected by Project (Cities, Counties, States, etc.):

Form_SF_424_Affected_Areas_GW_CIBER_103318

Add Attachment

Delete Attachment

View Attachment

* 15. Descriptive Title of Applicant's Project:

The George Washington University Center for International Business Education and Research

Attach supporting documents as specified in agency instructions.

Add Attachments

Delete Attachments

View Attachments

Application for Federal Assistance SF-424**16. Congressional Districts Of:*** a. Applicant * b. Program/Project

Attach an additional list of Program/Project Congressional Districts if needed.

Add Attachment

Delete Attachment

View Attachment

17. Proposed Project:* a. Start Date: * b. End Date: **18. Estimated Funding (\$):**

* a. Federal	<input type="text" value="1,447,660.00"/>
* b. Applicant	<input type="text" value="2,992,200.00"/>
* c. State	<input type="text" value="0.00"/>
* d. Local	<input type="text" value="0.00"/>
* e. Other	<input type="text" value="0.00"/>
* f. Program Income	<input type="text" value="0.00"/>
* g. TOTAL	<input type="text" value="4,439,860.00"/>

*** 19. Is Application Subject to Review By State Under Executive Order 12372 Process?**

- ☐ a. This application was made available to the State under the Executive Order 12372 Process for review on .
- ☒ b. Program is subject to E.O. 12372 but has not been selected by the State for review.
- ☐ c. Program is not covered by E.O. 12372.

*** 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes," provide explanation in attachment.)**☐ Yes ☒ No

If "Yes", provide explanation and attach

Add Attachment

Delete Attachment

View Attachment

21. *By signing this application, I certify (1) to the statements contained in the list of certifications and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances** and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 218, Section 1001)**

☒ ** I AGREE

** The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

Authorized Representative:

Prefix: * First Name:

Middle Name:

* Last Name:

Suffix:

* Title: * Telephone Number: Fax Number: * Email: * Signature of Authorized Representative: * Date Signed:

Form SF 424

14. Areas Affected by Project

Local

Washington, DC

Maryland

Virginia (Norfolk, Richmond, Cedar Bluff, Hampton Roads, Front Royal, Other TBD)

West Virginia (Morgantown, Other TBD)

National

Atlanta

Philadelphia

Chicago

Los Angeles

New York

Other TBD

Countries

England

China

Denmark

Germany

Ghana

Ireland

Rwanda

Sweden

Other TBD

World Regions

East Africa

MENA (Middle East and North Africa)

Scandinavia

Other TBD

**U.S. DEPARTMENT OF EDUCATION
BUDGET INFORMATION
NON-CONSTRUCTION PROGRAMS**

OMB Number: 1894-0008
Expiration Date: 08/31/2020

Name of Institution/Organization

The George Washington University

Applicants requesting funding for only one year should complete the column under "Project Year 1." Applicants requesting funding for multi-year grants should complete all applicable columns. Please read all instructions before completing form.

**SECTION A - BUDGET SUMMARY
U.S. DEPARTMENT OF EDUCATION FUNDS**

Budget Categories	Project Year 1 (a)	Project Year 2 (b)	Project Year 3 (c)	Project Year 4 (d)	Project Year 5 (e)	Total (f)
1. Personnel	130,816.00	144,130.00	141,484.00	135,879.00		552,309.00
2. Fringe Benefits	32,180.00	35,456.00	34,805.00	33,426.00		135,867.00
3. Travel	60,300.00	68,400.00	62,350.00	68,350.00		259,400.00
4. Equipment						
5. Supplies	3,000.00	3,250.00	3,750.00	3,000.00		13,000.00
6. Contractual						
7. Construction						
8. Other	107,650.00	84,900.00	93,650.00	93,650.00		379,850.00
9. Total Direct Costs (lines 1-8)	333,946.00	336,136.00	336,039.00	334,305.00		1,340,426.00
10. Indirect Costs*	26,716.00	26,891.00	26,883.00	26,744.00		107,234.00
11. Training Stipends						
12. Total Costs (lines 9-11)	360,662.00	363,027.00	362,922.00	361,049.00		1,447,660.00

***Indirect Cost Information (To Be Completed by Your Business Office):**

If you are requesting reimbursement for indirect costs on line 10, please answer the following questions:

(1) Do you have an Indirect Cost Rate Agreement approved by the Federal government? ☒ Yes ☐ No

(2) If yes, please provide the following information:

Period Covered by the Indirect Cost Rate Agreement: From: 07/01/2016 To: 06/30/2019 (mm/dd/yyyy)

Approving Federal agency: ☐ ED ☒ Other (please specify): DHHS

The Indirect Cost Rate is 59.50 %.

(3) If this is your first Federal grant, and you do not have an approved indirect cost rate agreement, are not a State, Local government or Indian Tribe, and are not funded under a training rate program or a restricted rate program, do you want to use the de minimis rate of 10% of MTDC? ☐ Yes ☐ No If yes, you must comply with the requirements of 2 CFR § 200.414(f).

(4) If you do not have an approved indirect cost rate agreement, do you want to use the temporary rate of 10% of budgeted salaries and wages?
☐ Yes ☐ No If yes, you must submit a proposed indirect cost rate agreement within 90 days after the date your grant is awarded, as required by 34 CFR § 75.560.

(5) For Restricted Rate Programs (check one) -- Are you using a restricted indirect cost rate that:

☐ Is included in your approved Indirect Cost Rate Agreement? Or, ☐ Complies with 34 CFR 76.564(c)(2)? The Restricted Indirect Cost Rate is %.

PR/Award # P220A180022

Name of Institution/Organization	Applicants requesting funding for only one year should complete the column under "Project Year 1." Applicants requesting funding for multi-year grants should complete all applicable columns. Please read all instructions before completing form.
The George Washington University	

**SECTION B - BUDGET SUMMARY
NON-FEDERAL FUNDS**

Budget Categories	Project Year 1 (a)	Project Year 2 (b)	Project Year 3 (c)	Project Year 4 (d)	Project Year 5 (e)	Total (f)
1. Personnel	503,484.00	542,146.00	540,612.00	560,210.00		2,146,452.00
2. Fringe Benefits	117,186.00	126,697.00	126,319.00	131,141.00		501,343.00
3. Travel	27,690.00	27,690.00	27,690.00	27,690.00		110,760.00
4. Equipment						
5. Supplies	0.00	0.00	0.00	0.00		0.00
6. Contractual						
7. Construction						
8. Other	3,000.00	3,000.00	3,000.00	3,000.00		12,000.00
9. Total Direct Costs (lines 1-8)	651,360.00	699,533.00	697,621.00	722,041.00		2,770,555.00
10. Indirect Costs	52,109.00	55,963.00	55,810.00	57,763.00		221,645.00
11. Training Stipends						
12. Total Costs (lines 9-11)	703,469.00	755,496.00	753,431.00	779,804.00		2,992,200.00

SECTION C - BUDGET NARRATIVE (see instructions)

ED 524

ASSURANCES - NON-CONSTRUCTION PROGRAMS

Public reporting burden for this collection of information is estimated to average 15 minutes per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Management and Budget, Paperwork Reduction Project (0348-0040), Washington, DC 20503.

PLEASE DO NOT RETURN YOUR COMPLETED FORM TO THE OFFICE OF MANAGEMENT AND BUDGET. SEND IT TO THE ADDRESS PROVIDED BY THE SPONSORING AGENCY.

NOTE: Certain of these assurances may not be applicable to your project or program. If you have questions, please contact the awarding agency. Further, certain Federal awarding agencies may require applicants to certify to additional assurances. If such is the case, you will be notified.

As the duly authorized representative of the applicant, I certify that the applicant:

1. Has the legal authority to apply for Federal assistance and the institutional, managerial and financial capability (including funds sufficient to pay the non-Federal share of project cost) to ensure proper planning, management and completion of the project described in this application.
2. Will give the awarding agency, the Comptroller General of the United States and, if appropriate, the State, through any authorized representative, access to and the right to examine all records, books, papers, or documents related to the award; and will establish a proper accounting system in accordance with generally accepted accounting standards or agency directives.
3. Will establish safeguards to prohibit employees from using their positions for a purpose that constitutes or presents the appearance of personal or organizational conflict of interest, or personal gain.
4. Will initiate and complete the work within the applicable time frame after receipt of approval of the awarding agency.
5. Will comply with the Intergovernmental Personnel Act of 1970 (42 U.S.C. §§4728-4763) relating to prescribed standards for merit systems for programs funded under one of the 19 statutes or regulations specified in Appendix A of OPM's Standards for a Merit System of Personnel Administration (5 C.F.R. 900, Subpart F).
6. Will comply with all Federal statutes relating to nondiscrimination. These include but are not limited to: (a) Title VI of the Civil Rights Act of 1964 (P.L. 88-352) which prohibits discrimination on the basis of race, color or national origin; (b) Title IX of the Education Amendments of 1972, as amended (20 U.S.C. §§1681-1683, and 1685-1686), which prohibits discrimination on the basis of sex; (c) Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. §794), which prohibits discrimination on the basis of handicaps; (d) the Age Discrimination Act of 1975, as amended (42 U.S.C. §§6101-6107), which prohibits discrimination on the basis of age; (e) the Drug Abuse Office and Treatment Act of 1972 (P.L. 92-255), as amended, relating to nondiscrimination on the basis of drug abuse; (f) the Comprehensive Alcohol Abuse and Alcoholism Prevention, Treatment and Rehabilitation Act of 1970 (P.L. 91-616), as amended, relating to nondiscrimination on the basis of alcohol abuse or alcoholism; (g) §§523 and 527 of the Public Health Service Act of 1912 (42 U.S.C. §§290 dd-3 and 290 ee- 3), as amended, relating to confidentiality of alcohol and drug abuse patient records; (h) Title VIII of the Civil Rights Act of 1968 (42 U.S.C. §3601 et seq.), as amended, relating to nondiscrimination in the sale, rental or financing of housing; (i) any other nondiscrimination provisions in the specific statute(s) under which application for Federal assistance is being made; and, (j) the requirements of any other nondiscrimination statute(s) which may apply to the application.
7. Will comply, or has already complied, with the requirements of Titles II and III of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (P.L. 91-646) which provide for fair and equitable treatment of persons displaced or whose property is acquired as a result of Federal or federally-assisted programs. These requirements apply to all interests in real property acquired for project purposes regardless of Federal participation in purchases.
8. Will comply, as applicable, with provisions of the Hatch Act (5 U.S.C. §§1501-1508 and 7324-7328) which limit the political activities of employees whose principal employment activities are funded in whole or in part with Federal funds.

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Prescribed by OMB Circular A-102

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9. Will comply, as applicable, with the provisions of the Davis-Bacon Act (40 U.S.C. §§276a to 276a-7), the Copeland Act (40 U.S.C. §276c and 18 U.S.C. §874), and the Contract Work Hours and Safety Standards Act (40 U.S.C. §§327-333), regarding labor standards for federally-assisted construction subagreements.
10. Will comply, if applicable, with flood insurance purchase requirements of Section 102(a) of the Flood Disaster Protection Act of 1973 (P.L. 93-234) which requires recipients in a special flood hazard area to participate in the program and to purchase flood insurance if the total cost of insurable construction and acquisition is \$10,000 or more.
11. Will comply with environmental standards which may be prescribed pursuant to the following: (a) institution of environmental quality control measures under the National Environmental Policy Act of 1969 (P.L. 91-190) and Executive Order (EO) 11514; (b) notification of violating facilities pursuant to EO 11738; (c) protection of wetlands pursuant to EO 11990; (d) evaluation of flood hazards in floodplains in accordance with EO 11988; (e) assurance of project consistency with the approved State management program developed under the Coastal Zone Management Act of 1972 (16 U.S.C. §§1451 et seq.); (f) conformity of Federal actions to State (Clean Air) Implementation Plans under Section 176(c) of the Clean Air Act of 1955, as amended (42 U.S.C. §§7401 et seq.); (g) protection of underground sources of drinking water under the Safe Drinking Water Act of 1974, as amended (P.L. 93-523); and, (h) protection of endangered species under the Endangered Species Act of 1973, as amended (P.L. 93-205).
12. Will comply with the Wild and Scenic Rivers Act of 1968 (16 U.S.C. §§1271 et seq.) related to protecting components or potential components of the national wild and scenic rivers system.
13. Will assist the awarding agency in assuring compliance with Section 106 of the National Historic Preservation Act of 1966, as amended (16 U.S.C. §470), EO 11593 (identification and protection of historic properties), and the Archaeological and Historic Preservation Act of 1974 (16 U.S.C. §§469a-1 et seq.).
14. Will comply with P.L. 93-348 regarding the protection of human subjects involved in research, development, and related activities supported by this award of assistance.
15. Will comply with the Laboratory Animal Welfare Act of 1966 (P.L. 89-544, as amended, 7 U.S.C. §§2131 et seq.) pertaining to the care, handling, and treatment of warm blooded animals held for research, teaching, or other activities supported by this award of assistance.
16. Will comply with the Lead-Based Paint Poisoning Prevention Act (42 U.S.C. §§4801 et seq.) which prohibits the use of lead-based paint in construction or rehabilitation of residence structures.
17. Will cause to be performed the required financial and compliance audits in accordance with the Single Audit Act Amendments of 1996 and OMB Circular No. A-133, "Audits of States, Local Governments, and Non-Profit Organizations."
18. Will comply with all applicable requirements of all other Federal laws, executive orders, regulations, and policies governing this program.
19. Will comply with the requirements of Section 106(g) of the Trafficking Victims Protection Act (TVPA) of 2000, as amended (22 U.S.C. 7104) which prohibits grant award recipients or a sub-recipient from (1) Engaging in severe forms of trafficking in persons during the period of time that the award is in effect (2) Procuring a commercial sex act during the period of time that the award is in effect or (3) Using forced labor in the performance of the award or subawards under the award.

SIGNATURE OF AUTHORIZED CERTIFYING OFFICIAL	TITLE
Sylvia Ezekilova	Associate Director, Office Sponsored Projects
APPLICANT ORGANIZATION	DATE SUBMITTED
The George Washington University	06/13/2018

Standard Form 424B (Rev. 7-97) Back

DISCLOSURE OF LOBBYING ACTIVITIES

Complete this form to disclose lobbying activities pursuant to 31 U.S.C.1352

Approved by OMB

4040-0013

1. * Type of Federal Action: <input type="checkbox"/> a. contract <input checked="" type="checkbox"/> b. grant <input type="checkbox"/> c. cooperative agreement <input type="checkbox"/> d. loan <input type="checkbox"/> e. loan guarantee <input type="checkbox"/> f. loan insurance	2. * Status of Federal Action: <input type="checkbox"/> a. bid/offer/application <input checked="" type="checkbox"/> b. initial award <input type="checkbox"/> c. post-award	3. * Report Type: <input checked="" type="checkbox"/> a. initial filing <input type="checkbox"/> b. material change
4. Name and Address of Reporting Entity: <input checked="" type="checkbox"/> Prime <input type="checkbox"/> SubAwardee * Name <input type="text" value="The George Washington University"/> * Street 1 <input type="text" value="na"/> Street 2 <input type="text"/> * City <input type="text" value="na"/> State <input type="text"/> Zip <input type="text"/> Congressional District, if known: <input type="text"/>		
5. If Reporting Entity in No.4 is Subawardee, Enter Name and Address of Prime: 		
6. * Federal Department/Agency: <input type="text" value="Department of Education"/>		7. * Federal Program Name/Description: <input type="text" value="Centers for International Business Education"/> CFDA Number, if applicable: <input type="text" value="84.220"/>
8. Federal Action Number, if known: <input type="text"/>		9. Award Amount, if known: \$ <input type="text"/>
10. a. Name and Address of Lobbying Registrant: Prefix <input type="text"/> * First Name <input type="text" value="na"/> Middle Name <input type="text"/> * Last Name <input type="text" value="na"/> Suffix <input type="text"/> * Street 1 <input type="text" value="na"/> Street 2 <input type="text"/> * City <input type="text" value="na"/> State <input type="text"/> Zip <input type="text"/>		
b. Individual Performing Services (including address if different from No. 10a) Prefix <input type="text"/> * First Name <input type="text" value="na"/> Middle Name <input type="text"/> * Last Name <input type="text" value="na"/> Suffix <input type="text"/> * Street 1 <input type="text" value="na"/> Street 2 <input type="text"/> * City <input type="text" value="na"/> State <input type="text"/> Zip <input type="text"/>		
11. Information requested through this form is authorized by title 31 U.S.C. section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when the transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be reported to the Congress semi-annually and will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure. * Signature: <input type="text" value="Sylvia Ezekilova"/> * Name: Prefix <input type="text"/> * First Name <input type="text" value="Sylvia"/> Middle Name <input type="text"/> * Last Name <input type="text" value="Ezekilova"/> Suffix <input type="text"/> Title: <input type="text" value="Associate Director, Office Sponsored Projects"/> Telephone No.: <input type="text" value="2029946255"/> Date: <input type="text" value="06/13/2018"/>		
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NOTICE TO ALL APPLICANTS

OMB Number: 1894-0005
Expiration Date: 04/30/2020

The purpose of this enclosure is to inform you about a new provision in the Department of Education's General Education Provisions Act (GEPA) that applies to applicants for new grant awards under Department programs. This provision is Section 427 of GEPA, enacted as part of the Improving America's Schools Act of 1994 (Public Law (P.L.) 103-382).

To Whom Does This Provision Apply?

Section 427 of GEPA affects applicants for new grant awards under this program. **ALL APPLICANTS FOR NEW AWARDS MUST INCLUDE INFORMATION IN THEIR APPLICATIONS TO ADDRESS THIS NEW PROVISION IN ORDER TO RECEIVE FUNDING UNDER THIS PROGRAM.**

(If this program is a State-formula grant program, a State needs to provide this description only for projects or activities that it carries out with funds reserved for State-level uses. In addition, local school districts or other eligible applicants that apply to the State for funding need to provide this description in their applications to the State for funding. The State would be responsible for ensuring that the school district or other local entity has submitted a sufficient section 427 statement as described below.)

What Does This Provision Require?

Section 427 requires each applicant for funds (other than an individual person) to include in its application a description of the steps the applicant proposes to take to ensure equitable access to, and participation in, its Federally-assisted program for students, teachers, and other program beneficiaries with special needs. This provision allows applicants discretion in developing the required description. The statute highlights six types of barriers that can impede equitable access or participation: gender, race, national origin, color, disability, or age. Based on local circumstances, you should determine whether these or other barriers may prevent your students, teachers, etc. from such access or participation in, the Federally-funded project or activity. The description in your application of steps to be taken to overcome these barriers need not be lengthy; you may provide a clear and succinct description of how you plan to address those barriers that are applicable to your circumstances. In addition, the information may be provided in a single narrative, or, if appropriate, may

be discussed in connection with related topics in the application.

Section 427 is not intended to duplicate the requirements of civil rights statutes, but rather to ensure that, in designing their projects, applicants for Federal funds address equity concerns that may affect the ability of certain potential beneficiaries to fully participate in the project and to achieve to high standards. Consistent with program requirements and its approved application, an applicant may use the Federal funds awarded to it to eliminate barriers it identifies.

What are Examples of How an Applicant Might Satisfy the Requirement of This Provision?

The following examples may help illustrate how an applicant may comply with Section 427.

(1) An applicant that proposes to carry out an adult literacy project serving, among others, adults with limited English proficiency, might describe in its application how it intends to distribute a brochure about the proposed project to such potential participants in their native language.

(2) An applicant that proposes to develop instructional materials for classroom use might describe how it will make the materials available on audio tape or in braille for students who are blind.

(3) An applicant that proposes to carry out a model science program for secondary students and is concerned that girls may be less likely than boys to enroll in the course, might indicate how it intends to conduct "outreach" efforts to girls, to encourage their enrollment.

(4) An applicant that proposes a project to increase school safety might describe the special efforts it will take to address concern of lesbian, gay, bisexual, and transgender students, and efforts to reach out to and involve the families of LGBT students.

We recognize that many applicants may already be implementing effective steps to ensure equity of access and participation in their grant programs, and we appreciate your cooperation in responding to the requirements of this provision.

Estimated Burden Statement for GEPA Requirements

According to the Paperwork Reduction Act of 1995, no persons are required to respond to a collection of information unless such collection displays a valid OMB control number. Public reporting burden for this collection of information is estimated to average 1.5 hours per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. The obligation to respond to this collection is required to obtain or retain benefit (Public Law 103-382). Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the U.S. Department of Education, 400 Maryland Ave., SW, Washington, DC 20210-4537 or email ICDocketMgr@ed.gov and reference the OMB Control Number 1894-0005.

Optional - You may attach 1 file to this page.

GEPA_statement_GW_CIBER_20181033188388.pdf

Add Attachment

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GENERAL EDUCATION PROVISION ACT (GEPA)

Section 427

STATEMENT

GW-CIBER is committed to ensuring equality of access to and participation in all activities and programs put forward in this proposal. The Center will comply with all federal non-discrimination laws and will apply strategies to promote full inclusion. The George Washington University (GW) has developed policies and programs to create an inclusive campus climate that supports an optimal learning and working environment for students, faculty, and staff.

In February 2018, the new GW President Thomas LeBlanc, outlined a comprehensive *Response Action Plan for Diversity, Equity and Inclusion*. Each action in this plan is related to one of nine goals: (1) Make diversity training mandatory for all incoming students in fall 2018. (2) Require diversity training for residential life staff, RAs, Colonial Inauguration leaders, admissions staff, tour guides and other staff members who work closely with students. (3) Update the student code of conduct to address non-sex based harassment and discrimination. (4) Update the university's equal opportunity policy to include definitions and procedures to address forms of harassment beyond sexual harassment. (5) Establish a bias incident reporting system to track and address verbal harassment and other forms of unwelcome conduct motivated by hatred based on race, color, religion, gender or gender identity, sexual orientation, national origin or any other factor. Anonymous reporting will be a feature of this new reporting system. (6) Establish a GW Race in America speaker series. (7) Regarding the imminent search for a dean of the student experience, make documented leadership skills in the areas of diversity, equity and inclusion a required core competency of the position. (8) Require diversity training for all recruitment chairs

and new member educators within the Greek community. (9) Identify opportunities for on-campus Greek housing.

The GW Office for Diversity, Equity, and Community Engagement (ODECE), created in 2010, provides leadership, resources, and support to advance and sustain inclusive environments for our faculty, staff, and students across the university. ODECE supports the GW community's diversity and inclusion efforts in a number of ways: Campus Climate: GW seeks to enhance the campus environment with regard to access, equity, inclusion and respect. Compliance: ODECE oversees compliance with GW policies and procedures and with federal, state and local laws related to sexual and gender-based harassment and violence and disabilities resources and accommodations. Faculty and Staff Diversity: ODECE supports academic and administrative units with their efforts to recruit a diverse faculty and staff. Diversity Planning: ODECE supports deans and department chairs with the development, implementation and on-going assessment of diversity plans. Campus Partnerships: ODECE collaborates with offices across GW to design, implement and promote programs and events related to diversity initiatives. ODECE houses the following units: *Disability Support Services*, *Nashman Center for Civic Engagement and Public Service*, *Multicultural Student Services Center*, and *Title IX Office*. GW is also known for a commitment to educating and supporting veterans and active-duty military personnel.

All members and units of the GW community must advance the institution's commitment to diversity and inclusion as a strategic priority. In the same spirit, most of GW-CIBER's programming described in this proposal is provided free of charge, not only to GW students, but to the students attending the schools that are members of the DC Area Consortium of Universities. Some of these universities serve minority (Howard University, Trinity University, University of DC) groups. The few GW-CIBER activities that require a registration fee (usually

these are extensive professional development programs with various components) are also heavily subsidized for participants from Minority-Serving Institutions, community colleges, and other underfunded schools. In response to Competitive Preference Priority 2 of the CIBER Program, GW-CIBER has designed collaborative activities with MSIs and community colleges. For example, GW-CIBER will collaborate with Howard University School of Business on globalizing business curricula through initiatives involving mentorship programs, development of new study-abroad courses, classroom shadowing, workshop series, and co-sponsorship of international business institutes for community-college faculty.

Furthermore, GW-CIBER's Business Language programming is intended to promote language learning and to disseminate teaching materials and best practices for business language instruction. The GW-CIBER Business Language Network (BLN) initiative, for example, includes language immersion, thematic, and teaching methodology workshops (free of charge) – both at GW and on-site – some of which with a special emphasis on MSIs and community colleges. The BLN offers opportunities for materials exchange, networking, support, and guidance.

GW-CIBER will also support events organized by student groups such as the GW Women MBA Association, the GW Hispanic MBA Association, the GW Black MBA Association, and the GW African Business Association, to name a few. This will further extend our outreach efforts.

Finally, all GW-CIBER activities will be announced through various communication methods in order to attract as diverse audience as possible, and will be held in facilities that provide easy access for people with disabilities.

CERTIFICATION REGARDING LOBBYING

Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Statement for Loan Guarantees and Loan Insurance

The undersigned states, to the best of his or her knowledge and belief, that:

If any funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this commitment providing for the United States to insure or guarantee a loan, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions. Submission of this statement is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required statement shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

* APPLICANT'S ORGANIZATION

The George Washington University

* PRINTED NAME AND TITLE OF AUTHORIZED REPRESENTATIVE

Prefix: * First Name: Middle Name:
* Last Name: Suffix:
* Title:

* SIGNATURE:

* DATE:

U.S. DEPARTMENT OF EDUCATION
SUPPLEMENTAL INFORMATION
FOR THE SF-424

OMB Number: 1894-0007
Expiration Date: 09/30/2020

1. Project Director:

Prefix:	First Name:	Middle Name:	Last Name:	Suffix:
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Address:

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Phone Number (give area code)	Fax Number (give area code)
202-994-8150	

Email Address:

ahelm@gwu.edu

2. Novice Applicant:

Are you a novice applicant as defined in the regulations in 34 CFR 75.225 (and included in the definitions page in the attached instructions)?

☐ Yes ☒ No ☐ Not applicable to this program

3. Human Subjects Research:

a. Are any research activities involving human subjects planned at any time during the proposed Project Period?

☐ Yes ☒ No

b. Are ALL the research activities proposed designated to be exempt from the regulations?

☐ Yes Provide Exemption(s) #: ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6

☐ No Provide Assurance #, if available:

c. If applicable, please attach your "Exempt Research" or "Nonexempt Research" narrative to this form as indicated in the definitions page in the attached instructions.

	Add Attachment	Delete Attachment	View Attachment
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Abstract

The abstract narrative must not exceed one page and should use language that will be understood by a range of audiences. For all projects, include the project title (if applicable), goals, expected outcomes and contributions for research, policy, practice, etc. Include population to be served, as appropriate. For research applications, also include the following:

- Theoretical and conceptual background of the study (i.e., prior research that this investigation builds upon and that provides a compelling rationale for this study)
- Research issues, hypotheses and questions being addressed
- Study design including a brief description of the sample including sample size, methods, principals dependent, independent, and control variables, and the approach to data analysis.

[Note: For a non-electronic submission, include the name and address of your organization and the name, phone number and e-mail address of the contact person for this project.]

You may now Close the Form

You have attached 1 file to this page, no more files may be added. To add a different file, you must first delete the existing file.

* Attachment:

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GEORGE WASHINGTON UNIVERSITY CIBER (GW-CIBER)

Project Director: Anna Helm, Department of International Business
George Washington University, Washington, DC 20052
Tel: 202-994-1085; FAX: 202-994-7422; Email: helm@gwu.edu

ABSTRACT: The George Washington University Center for International Business Education and Research (GW-CIBER) stands committed to promoting the nation's capacity for international understanding and economic enterprise by pursuing a comprehensive set of initiatives in scholarship, education, and outreach. These initiatives will advance the global competitiveness of the US by providing learning opportunities to various stakeholders.

GW-CIBER's programming will be organized around a unifying theme: ***Institutions, Inclusive Globalization, and US Competitiveness***. This theme addresses a set of issues of fundamental importance to US competitiveness, prosperity, and security. It also reflects the strengths of GW's faculty and the university's central location in Washington, DC, among key multilateral organizations, government agencies, non-governmental agencies, and embassies. The theme is supported by five key focal areas: (1) *Trade, Capital, and Investment Flows*; (2) *Leveraging Diaspora Populations*; (3) *Innovation, Technology, and Entrepreneurship*; (4) *Natural Resource Management and Environmental Sustainability*; (5) *The Intersection of Business, Government, and Civil Society* (6) *Poverty, Income Inequality, and Economic Development*. Building on the theme, programming will be organized in 7 overlapping objectives identified by needs-based consultations with critical stakeholders:

- OBJECTIVE 1: Establish an IB Regional Consortium to increase GW-CIBER's impact in Virginia and West Virginia.
- OBJECTIVE 2: Increase opportunities for students to gain exposure to international business studies through innovative and engaging curricular and co-curricular offerings that leverage state-of-the-art, student-centered learning approaches.
- OBJECTIVE 3: Collaborate with businesses and professional associations to offer students experiential learning, internship, and job training opportunities in international business.
- OBJECTIVE 4: Provide national leadership in advancing inter-disciplinary research in international business to address complex problems facing businesses.
- OBJECTIVE 5: Offer professional development and academic outreach programming to university stakeholders from across the US, with a special emphasis on collaborative initiatives with MSIs, CCs, and rural schools.
- OBJECTIVE 6: Engage business and policy communities to offer executive training programs that enhance their global management knowledge, particularly programs that address the specific needs of high-growth technology ventures.
- OBJECTIVE 7: Offer "Business Language" programs to increase the language proficiency and cultural competence of current and future business professionals, and to fortify language instructors with business-content knowledge and effective teaching tools.

Important parts of the programming specifically address both **Competitive Preference Priority 1: Business Collaboration** and **Competitive Preference Priority 2: Community College/MSI Collaboration**. In addition, the proposal specifically addresses the Invitational Priority, with language programming for future and current business professionals.

Project Narrative File(s)

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LIST OF ACRONYMS

AD	Administrative Director
BL	Business Language
BYU	Brigham Young University
CC	Community College
CCAS	Columbian College of Arts and Sciences
CIBE (R)	Center for International Business Education (and Research)
CoP	Community of Practice
DEC	District Export Council
DMV	DC-MD-VA
ED	Department of Education
EEO/AA	Equal Employment Opportunity / Affirmative Action
ESIA	Elliott School of International Affairs
FCB	Faculty Coordinating Board
FDIB	Faculty Development in International Business
GEE	Global and Experiential Education
GMBA	Global MBA
GPRA	Government Performance and Results Act
GT MBA	Global Trilateral MBA
GW / GWU	George Washington / George Washington University
GW-CIBER	GW Center for International Business Education and Research
GWSB	George Washington School of Business
HBCU	Historically Black Colleges and Universities
HU	Howard University
HUSB	Howard University School of Business
IB	International Business
I-Corps	NSF Innovation Corps Program
ID	International Development
IFC	International Finance Corporation
IFLE	International and Foreign Language Education (an office of ED)
IIEP	Institute for International Economic Policy
IMF	International Monetary Fund
JIBS	Journal of International Business Studies
MENA	Middle East & North Africa
MNC / MNE	Multinational Corporation / Multinational Enterprise
MSI	Minority-Serving Institution
NGO	Non-Governmental Organization
NSF	National Science Foundation
OVPR	Office of the Vice President for Research
PDW	Professional Development Workshop
PMF	Performance Measure Form
RFP	Request for Proposals

RGSL	Department of Romance, German and Slavic Languages and Literatures
SDI	Summer Doctoral Institute
SEAS	School of Engineering and Applied Sciences
SMPP	Strategic Management and Public Policy
STAP	Short Term Study Abroad
TBA	To Be Arranged
TSPPPA	Trachtenberg School of Public Policy and Public Administration
UM	University of Miami
UMD	University of Maryland
US	United States
USAID	United States Agency for International Development
USEAC	US Export Assistance Center
WB	World Bank
WIIT	Women in International Trade
WMBAA	Women's MBA Association
WTO	World Trade Organization

CRITERION (a): MEETING THE PURPOSE OF THE AUTHORIZING STATUTE

➤ Engaging the World from the Nation's Capital

The George Washington University Center for International Business Education and Research (GW-CIBER) stands committed to promoting the nation's capacity for international understanding and economic enterprise by pursuing a comprehensive interdisciplinary set of initiatives in scholarship, education, and outreach to the business and policy communities. These initiatives will advance the global competitiveness of the United States (US) by providing learning opportunities to students, faculty, and the business and policy communities in international business (IB), international studies, and foreign languages. GW-CIBER is housed within the GW School of Business (GWSB) but serves the whole University, and GW-CIBER's initiatives support the commitments of GWSB's strategic plan, to: (a) enhance the school's global focus, (b) leverage its location near US policy institutions, multilateral organizations, foreign embassies, industry associations, and non-governmental organizations (NGOs), and (c) encourage University-wide collaboration. GW-CIBER's mission also aligns seamlessly with George Washington (GW) University's strategic plan, *Vision 2021*, emphasizing cross-disciplinary collaboration, programs with a globalization and governance focus, and citizenship and leadership in the GW community. (see Exhibit 3.1.) Together, the GWSB and University-wide strategic plans serve as a foundation for GW-CIBER to address and fulfill the purpose of the authorizing statute as described in sections 611 and 612 of the Higher Education Act.

The George Washington University, established in 1821, is a global research university with a student body from more than 130 countries, 280,000 alumni in more than 150 countries, and hundreds of students and faculty going abroad annually for study or research. There are also more than a dozen internationally focused research institutes and several highly ranked academic

departments, including one of the few free-standing IB departments in the country. The 17 full-time faculty members in IB are a diverse cohort in educational background and research interests, including business administration, economics, history, finance, management, sociology, and political science. GW's IB programs have consistently achieved top national rankings over the past several years: The undergraduate IB program ranked 9th nationwide (*U.S. News & World Report*, 2018), while the graduate IB program ranked 7th among MBA programs (*Financial Times*, 2017). Our most recent (2017) faculty hires have both been nominated for multiple best dissertation awards from the Academy of Management (AOM) and the Academy of International Business (AIB), which demonstrates our ability to attract top talent and points to long-term, sustained success. GW-CIBER also links to other top GW departments whose faculty contribute significantly to the Center's efforts in integrating IB with international studies. For example, the Elliott School of International Affairs undergraduate program ranked 8th in the world, while the graduate program was ranked 7th (*Foreign Policy* magazine, 2018). (See Exhibit 3.2 for a list of all GW's degrees, and majors and courses with international focus.)

GW is strongly committed to international education. (See Exhibits 3.3a,b for GW's study-abroad programs and overseas academic partnerships.) Just over 50% of GW undergraduates study abroad and, with GW-CIBER's support, a consulting project-based study abroad course is a required component of GWSB's full-time MBA program. GW's recent innovations to enhance global opportunities for students include programs as diverse as (a) the Global Bachelor's Program, which offers future global leaders a multifaceted international experience, in DC and locales around the world (see Exhibit 3.3c), and (b) a partnership with the International Financial Corporation and the Milken Institute to offer the Capital Markets Programs, an 8-month credit-bearing graduate-level certificate program for professionals from

sub-Saharan Africa and other developing and emerging economies (see Exhibit 3.3d).

To bolster our impact as a regional and national resource center, GW-CIBER will partner with the University of Richmond and West Virginia University, which will help expand our reach into underserved areas of these neighboring states. An IB Regional Consortium (DC-VA-WV) will be established to increase support and expertise for program development and implementation. The states of VA and WV are home to over 140 colleges and universities, including minority-serving institutions (MSIs) and community colleges (CCs). Although both states have undertaken steps to advance international education, only a small percentage of their students in these schools study abroad. According to NAFSA: Association of International Educators, less than 2% of students in VA and less than 1% of students in WV study abroad¹. And many of these study-abroad programs have no IB component. Creating linkages with regional universities and CCs will enable us to develop high-quality IB programming and foreign language curricula that benefit stakeholders in the region. The IB Regional Consortium will have a profound effect on GW-CIBER's programming by permeating many of our objectives as they relate to the authorizing statute, the two competitive priorities, and the invitational priority.

Our efforts to reach underserved populations (e.g., MSIs and CCs) will also be enhanced through a partnership with Howard University and two community colleges, one with Southwest Virginia CC (SW VA CC) and another to be determined in Year 1 of the grant. These schools will serve as nodes to reach other CCs in their vicinities. This will enable GW-CIBER to increase international awareness, as well as international business and foreign language competence, in regions negatively affected by globalization.

¹ NAFSA, *Advancing International Education at the State Level*
[https://www.nafsa.org/ /File/ /2015-2016_study_abroad_state.pdf](https://www.nafsa.org/File/2015-2016_study_abroad_state.pdf)

➤ Addressing the Interplay among Institutions, Inclusive Globalization, and Competitiveness

Recognizing the shifting economic landscape in the US and abroad, the conflicting attitudes toward globalization both within and across countries, and the changing needs of CIBER's stakeholders (students, faculty, business and policy professionals), we offer an ambitious agenda of activities to address these new realities. It is built around the theme, **“Institutions, Inclusive Globalization, and US Competitiveness,”** and leverages GW's faculty expertise from across the university (see Exhibit 3.4 for GW's international research centers), its access to international entities in DC (e.g., national/foreign governments, NGOs, multilateral organizations, and think tanks) (see Exhibit 3.5 for a map locating GW and examples of external organizations and speakers that serve as resources for GW-CIBER programming; see Exhibit 3.6 for established collaboration with other CIBERs), and its potential to reach neighboring regions which could benefit from new and expanded IB programming.

Globalization is marked by increasing flows of goods, services, knowledge, ideas, and people across borders. Although globalization has lifted hundreds of millions of people, worldwide, out of extreme poverty and has raised living standards for a large part of the world's population, economic benefits have not accrued equally to all stakeholders. The US unemployment rate has declined considerably as the country has emerged from the recent financial crisis, but the strong economy has not taken hold everywhere. For instance, since 2012, WV's payrolls have actually contracted, and the state has seen annualized real GDP growth of less than 0.3%². Rural counties in other parts of the country report similar statistics.

² West Virginia University College of Business and Economics. 2017. West Virginia Economic Outlook: 2018-2022. <https://business.wvu.edu/files/d/3f163046-ca45-4769-932d-af91cdf48c50/wv-economic-outlook-2018.pdf>

The fact that globalization is viewed in terms of *absolute gains* by some, and in terms of *relative gains (and losses)* by others, leads to increasingly discordant perspectives on economic policy, immigration, and the appropriate relationship among business, government, and society. In 2002, in a speech at Yale University, former UN Secretary-general Kofi Annan³ suggested that this discordance can be addressed by, what he termed, an **inclusive globalization**, a process in which government policies that facilitate globalization, such as the opening of markets, are paired with policies mitigating any resulting inequality in incomes, opportunities, and environmental impact. Given the growing polarization of society, the resulting political and demographic clashes, and the inevitability of continued globalization in one form or another, it is critical to figure out how to make globalization function well for more people. GW-CIBER will undertake activities that address this question not only through extensive support for teaching, scholarship, and business/policy outreach in DC, but also by building capacity for such activities in the Appalachian regions of West Virginia and southern Virginia that have faced economic hardship in recent decades.

GW-CIBER programming focuses on **institutions** as key constructs for understanding inclusive globalization and US competitiveness. Institutions reflect “the rules of the game in a society or, more formally, the humanly devised constraints that shape human interaction,”⁴ and have a pronounced impact on the behaviors of individuals, the strategies and performance of firms, and the capabilities and competitiveness of countries. Institutions can be *informal*, such as customs, norms, and behavior patterns, or *formal*, such as laws and regulations—and both have a significant impact on strategic choices individuals and organizations make. For example, countries’ institutions related to foreign investment, R&D, property rights, education,

³ “*In Yale University Address, Secretary-General Pleads Cause of ‘Inclusive Globalization’*”, New Haven, Oct. 2, 2002 (<https://www.un.org/press/en/2002/SGSM8412.doc.htm>)

⁴ North, D. 1990. *Institutions, Institutional Change, and Economic Performance*, Cambridge University Press

infrastructure, and immigration combine to form ecosystems for innovation and entrepreneurship that can affect a city's, region's, or country's ability to turn new ideas into commercial products. Similarly, policies and regulations affecting the financial sector can profoundly affect firms' abilities to access finance, as well as their mix of debt and equity, and both factors ultimately affect a firm's strategy and growth opportunities. Countries' norms and laws on unionization, immigration, the enforceability of non-compete clauses, and other employee-centered institutions can directly impact the flexibility of a country's labor markets and the strategies implemented by resident firms. For example, emerging markets' institutional environments tend to be governed by informal institutions as much as by legally-enforceable formal institutions, so US multinationals must make major strategic adjustments to succeed in those markets. Importantly, these and other institutions affect not only individuals' actions and resident firms' strategies, but also the capabilities and competitiveness of entire countries.

A country's **competitiveness** reflects the skills and productivity of its national workforce and the innovativeness of resident individuals and organizations (which enables the country to maintain strong competitiveness into the future). The outcome of strong competitiveness should be seen in the wealth and living standards of the country's population, including such quality-of-life factors as social inclusivity and environmental sustainability.

The interplay among institutions, inclusive globalization, and competitiveness needs to be fully understood by current and future US managers and businesses if they are to compete successfully in the global marketplace and secure scarce resources. Together, the theme of **Institutions, Inclusive Globalization, and US Competitiveness** provides coherence for GW-CIBER programming, addressed through six overlapping focal areas reflecting these topics' complexity and dynamism, as well as GW faculty's expertise and research interests. The focal

areas will be led by select faculty members from various GW departments, both in the business school and in allied fields such as economics, political science, international affairs, and public administration. These professors will form GW-CIBER's Faculty Coordinating Board (FCB) (see Exhibit 3.7), responsible for building the focal areas, working with both GW faculty and external partners. (see Exhibit 6 for biographical data.)

Focal Area 1: Trade, Capital, and Investment Flows

Since the early 1980s, an explosion in cross-border flows of goods, services, capital, labor, and knowhow—important globalization markers—have been considered crucial factors for economic growth and country competitiveness. By 2008, the global flow of trade had more than doubled⁵, with more countries pursuing export-led growth as well as trade liberalization.

The 2008 global financial crisis and the following recession, however, marked a significant turn in the sentiment towards globalization. The public expressed growing concerns that it does not benefit all and that market openness and economic interdependence create redistribution effects, leaving some worse off. Increased trade with labor-abundant countries, unfair trade practices, migration, and government failure to create social safety nets are associated with manufacturing job losses and income inequality in both developed and developing countries. The resulting backlash against globalization has led to rising protectionism and economic nationalism, and negative attitudes towards migrant labor.

This focal area will explore the challenges of markets and movements of goods, services, capital, and labor and the implications of the fast-evolving protectionist policies. The emphasis will be on answering questions about how US companies can navigate these hurdles and remain competitive and how various formal and informal institutions can mitigate the negative effects of

⁵ Zoellick, R. *An Inclusive & Sustainable Globalization*. The World Bank, October 10, 2007

globalization while promoting growth.

Professors Maggie Chen (Economics) and Stephen Kaplan (Political Science) will lead this focal area. Chen directs the Institute for International Economic Policy (IIEP), with which GW-CIBER often collaborates. Her research focuses on the behavior and impact of multinational and export firms in the global economy. Kaplan's expertise is in global finance and development, the politics of macroeconomic policy-making, Chinese foreign economic policy, and Latin American politics. His research examines debtor-creditor relations in global finance, technocratic communities' role in shaping economic policy, and the rise of emerging powers.

Other GW faculty include Michael Moore, who investigates issues related to WTO and antidumping use in the developing world; Jay Shambaugh, whose work focuses on the interaction of exchange rate regimes with monetary policy, capital flows, and trade flows; Tara Sinclair, whose research centers around worldwide labor-market conditions; and Emmanuel Teitelbaum, who works on political economy of development and labor.

Focal Area 2: Leveraging Diaspora Populations

Diasporans – migrants and their descendants living outside their home countries of origin—are prevalent in the US, and these groups are able to connect with their home countries in ways not achievable in the past. As a result, diasporans have emerged as important change-makers, influencing both institutions and policies, in both their home and host countries, and improving both civil society and the commercial environment. Diaspora communities and their trans-national networks facilitate commerce by encouraging US exports and investment by improved information flows and contract enforcement in international transactions with their home countries; diaspora entrepreneurs often enjoy preferential access to their country-of-origin markets. Thus, they can play key roles in opening and expanding US business opportunities in

those countries through entrepreneurship and playing leading roles in US MNC operations there.

Professors Liesl Riddle (IB) and Jennifer Brinkerhoff (ESIA) will lead this focal area. Riddle has examined diaspora investment and entrepreneurship for over 20 years and has conducted numerous research studies among 16 different US diaspora communities from Africa, Asia, the Caribbean, Latin America, and the Middle East. Brinkerhoff has authored six books and is currently working on another about diaspora entrepreneurs and institutional reform. Both are members of the GW Diaspora Program, founded under a previous GW-CIBER grant, which brings together faculty from six different GW schools, who are engaged in research on the role of diasporas in development. Other GW faculty active in this area are Stephen Lubkemann, who works with Liberians and Liberian diasporans and on the topics of migration and remittances; Anupama Phene, who examines diaspora investment in Silicon Valley; and Elizabeth Chacko, who studies immigrant entrepreneurs from Ethiopia, Bolivia, and India.

Focal Area 3: Innovation, Technology, and Entrepreneurship

Innovation and entrepreneurial actions are perhaps the single greatest determinant of a firm's competitiveness, as well as the driving force behind national economic growth. Globally, innovation and entrepreneurship can potentially improve living standards dramatically; e.g., the innovations that spurred "mobile money" are contributing to financial inclusion in countries that lack a broad and deep financial infrastructure. At the same time, technological advances may be a major driver of increases in income inequality⁶.

Anupama Phene (IB) and Robert Orttung (ESIA) will lead this focal area. Phene's research focuses on strategies to create innovation and enable knowledge transfer. She examines innovation drivers by nations and multinational firms, their units and inventors. Orttung focuses

⁶ World Economic Outlook, "Gaining Momentum?" April 2017:
<http://www.imf.org/en/Publications/WEO/Issues/2017/04/04/world-economic-outlook-april-2017>

on how capital cities worldwide spur sustainable innovation. He leads an entrepreneurial ecosystem mapping effort to identify how innovation spurs economic growth, as well as successful firm and job creation in the Arctic region.

This focal area will be supported by Meghana Ayyagari, who studies corruption, innovation, and determinants of property rights protection in developing countries; Jennifer Spencer, who studies firm how national institutional environments affect entrepreneurship; and Heather Berry, who investigates the global integration of firms and effects on innovation. These scholars also have extensive policy connections: Ayyagari works closely with research economists at the World Bank, and Berry sits on the Bureau of Economic Analysis with access to foreign investment data.

Focal Area 4: Natural Resource Management and Environmental Sustainability

The petroleum industry is the world's largest, and one wherein the USA has become a major exporter, thanks to the shale revolution. It has also been a major source of job creation. Petroleum continues to be the global economy's most highly traded commodity, and US competitiveness in the global economy will depend on deep understanding of these issues. As the largest sector in international trade, hydrocarbons (oil, gas, and coal) have substantial potential for connecting areas of natural resource discovery to the world economy. This is of particular benefit to landlocked regions that have been left behind by globalization, whether US states such as West Virginia, or sub-Saharan African countries such as Uganda.

Professors Robert Weiner (IB) and Robert Ortung (ESIA) lead this focal area. Weiner studies the petroleum industry from a variety of perspectives, including bribery in the UN oil-for-food program, information transparency in petroleum-reserve acquisitions, and the effect of political risk on the value of reserves. As a member of the GW Sustainability Collaborative,

Robert Orttung will lead the sustainability elements for this focal area. His research focuses on the sustainable development of the circumpolar Arctic (Russian, Norway, Sweden, Greenland, Canada, and Alaska). In developing its Arctic resources, US firms will be more competitive if they are able to benefit from an understanding of best practices used by other countries in the Arctic. Other faculty include Jorge Rivera, who researches environmental protection, the role of environmental regulations and foreign market entry, and eco-tourism; Sanjay Patnaik, who works on the European Union's emissions trading scheme; Noel Maurer, whose recent book investigates the history of the US government in protecting US property overseas; and Stephen Smith, who examines the intersection of environmental standards and international trade.

Focal Area 5: The Intersection of Business, Government, and Civil Society

Relationships between business and government have become complicated in recent years, as the role of national governments in the business environment has changed in a myriad of ways. The intersection of business and civil society has changed throughout the world, as social movements have become more globalized and NGOs have, at times, taken on partnership roles with businesses, in addition to their more traditional roles. Also, civil society has become more vocal in its efforts to influence government policy toward the business and economic environment.

Professors Jennifer Spencer (IB) and Jennifer Brinkerhoff (ESIA) lead this focal area. Brinkerhoff conducts research on transnational diaspora networks (Focal Area 2) and on public-private partnerships governance, development management, and multi-party partnerships of government, civil society, and business. Spencer's research focuses extensively on how governments and national institutional environments matter to firms' strategies, how corruption levels relate to firm strategy and how social movements impact the emergence of new industries.

Other faculty active in this research area are Robert Weiner, whose research primarily examines issues at the intersection of business and government, such as the effect of political risk on petroleum value and the effects of corruption; Stephen Smith, who studies solutions to poverty through participation from business, government, and NGOs; Noel Maurer, whose recent book investigates the history of the US government in protecting US property overseas; and Gaston de los Reyes, Jr., an expert on deal-making for social impact.

Focal Area 6: Poverty, Income Inequality, and Economic Development

Development is of key interest to US stakeholders. Issues related to developing and emerging economies, such as poverty, inequality, corruption, and civil strife, have enormous implications for US businesses, which may be unequipped to operate in these markets. Emerging markets are characterized by non-existent or weak institutions, but at the same time offer enormous potential in consumer base and natural and labor resources. US companies will benefit only if the economies of developing and emerging markets, as potential trade partners, are stable and strong enough to participate in the global marketplace. Further, some emerging markets (e.g., China and India) have been transforming themselves into new global economic powers, and their companies are becoming more and more competitive on the global arena, challenging their Western peers. Understanding how to navigate these emerging and developing markets of the emerging and developing world and cope with the challenges presented by this economic environment is vital for US companies.

Professors Jennifer Spencer (IB) and Stephen Kaplan (Political Science) will lead this focal area. Much of Spencer's research centers on the institutional environments in developing countries, with an emphasis on MNE investment and entrepreneurship in those economies. Kaplan, (see Focal Area 1), has been investigating how China's regional expansion of

investment and trade affect policy choices in Latin American nations. Other faculty include James Foster, who focuses on economic inequality, poverty, and welfare economics; Stephen Smith, who investigates solutions for poverty, economic development strategies, and developing country financing; Roberto Samaniego, who looks at the relationship between technical progress, entrepreneurship, and institutions; and Danny Leipziger, a former World Bank VP for poverty reduction and currently the Director of GW's Growth Dialogue, who examines policies designed to achieve sustained and sustainable economic growth.

Through these focal areas GW-CIBER will draw on the extensive ongoing work and published research of faculty and industry experts to further grow impactful research activities, along with curricular and outreach programming to address the theme of **Institutions, Inclusive Globalization, and US Competitiveness**. The next four years will provide an opportunity to deepen relationships, refine knowledge, and develop expertise within our own university and among our many stakeholders. The programming we propose, identified based on discussions with GW-CIBER's Advisory Council (see Exhibit 1), the FCB, and other stakeholders, is described in detail in the next sections. Exhibit 3.8 illustrates how activities proposed under each objective meet the purpose of the Authorizing Statute. Each activity description lists the corresponding letter (A-F) of the authorizing statute (612c1: "Mandatory Activities") that is addressed, along with any relevant Priorities (*CP* is Competitive Priority, *IP* is Invitational Priority).

➤ **GW-CIBER Objectives and Initiatives to Meet the Purpose of the Authorizing Statute**

OBJECTIVE 1: Establish an IB Regional Consortium to increase GW-CIBER's impact in Virginia and West Virginia.

To increase GW-CIBER's reach and impact, we will partner with West Virginia University and University of Richmond to establish a Regional Consortium. Our partner schools will also serve as nodes for academic and business outreach in the WV and VA parts of Appalachia, a region especially hard hit by globalization. The relative proximity to DC and the particular need for resources and training in IB make for a strong partnership. Activities and programming will be made available to students and faculty around our two partner schools, which will serve as gateways to the regions and allow the GW-CIBER to further penetrate those areas. Our goal is to develop world-class, high-quality programs to advance IB education and research that can serve as a model for other US institutions. As part of the proposed Regional Consortium, we plan to:

1a. Initiate Annual Consortium Meetings with Executive Briefings. Faculty and administrative representatives from all three partner schools will participate in annual meetings, which will include executive briefings by international trade and investment experts, addressing topics directly relevant to the partner school regions. *(Activities A,C,D,F)*

1b. Organize Annual IB Research Conference. The Consortium will organize an annual one-day research conference for IB faculty and PhD students to meet and exchange ideas. The research conference will draw attendance from all three institutions but will also be open to other regional universities. *(Activities A,C,D,E,F,CP2)*

1c. Develop IB Course with Export Consulting Project for Consortium Students. To advance student learning at all three schools, we will design an IB course that capitalizes on the expertise and location of the three institutions. Students from the three universities will work in

virtual teams on developing export strategies for medium-sized firms in WV, VA, and DC. Students will enroll at their home institution, and there will also be a one-day institute at each university with the full cohort. Students will learn about institutions in DC, export management in Richmond, and globalization challenges in Morgantown. *(Activities A,B,C,D,E,CP1)*

1d. Launch Joint Executive Education Initiative Addressing Energy Boom Implications.

The partner schools will develop an executive education program targeted towards managers in WV and VA on topics related to recent changes in the energy industry. This region is experiencing an energy boom and, for the first time, has prospects of gas exports and foreign investment. In order to achieve this goal, the region's businesses need to acquire knowledge about how to best do this, e.g., by globalizing its higher education institutions, training local businesses to deal with foreign partners, and promoting cultural exchange. The joint executive education initiative will address these issues and opportunities. *(Activities C,D)*

1e. Engage in Research on iGeneration Perceptions on Globalization. In order to better understand how members of the iGeneration (i.e., individuals born after 1995) conceptualize globalization – and how these conceptualizations might vary across different institutional and geographic environments – faculty researchers in each of the partner schools will participate jointly in a multi-method research project. In Years 1 and 2 of the grant, initial data will be collected at each of the three partner schools. Study participants will be representative samples of freshmen and sophomores in each institution who have not yet completed IB coursework. Data will be utilized to craft academic and pedagogical journal articles and inform outreach presentations at academic and pedagogical conferences. *(Activities D,E,F)*

OBJECTIVE 2: Increase opportunities for students to gain exposure to international business studies through innovative and engaging curricular and co-curricular offerings that leverage state-of-the-art, student-centered learning approaches.

The rapid pace of change in the global technological, political, and economic environment necessitates continuous updating of teaching material that undergraduate and graduate students must master to become proficient in business. Moreover, technological advances, opportunities for real-world student engagement, and changes in students' expectations regarding their learning experience compel updating teaching methods while continuing to emphasize the mastery of important content and development of competencies such as critical thinking, analytical writing, and oral presentation skills. GW-CIBER therefore proposes a series of initiatives to aid faculty members in delivering an IB education to meet these challenges.

2a. Foster Curriculum Innovation through dedicated Request for Proposals (RFP) Process.

With rapid changes in the business school environment nationally, it is critical to be able to address just-in-time needs to develop new teaching materials, courses, and learning modules. Broad-based support for curriculum innovation will enable us to be part of cutting-edge curriculum development, emphasizing priority for the creation of stand-alone IB-related teaching units that leverage online platforms and are scalable. *(Activities A,B,E,CP2,IP)*

2b. Create an Undergraduate Minor in IB for Non-Business Majors. GW schools and colleges, Columbian College of Arts & Sciences (CCAS), the Elliott School of International Affairs (ESIA), and the School of Engineering & Applied Sciences (SEAS), are training students to work in globally oriented organizations, such as multilateral institutions and development contractors, but these students tend to lack business skills. To enhance their career readiness, we propose to develop a minor for these students to build their skill set in IB. *(Activities A,B,C)*

2c. Expand Online MBA IB Course Offerings. GWSB's highly ranked Online MBA Program [ranking # here!] offers few elective courses related to the global economy or IB. Moreover, although GWSB (with support from GW-CIBER) has placed strong emphasis on global experiential learning by requiring a consulting project-based global residency for its full-time MBA students, fewer opportunities have been available to students taking the MBA in an online modality. For these reasons, we will develop a series of online courses, including short-term study-abroad courses (STAPs) that leverage our focal areas and faculty expertise. The courses will be taught entirely online, except for the overseas component. The expansion of online IB course offerings will enable the online students to obtain a Certificate in IB, give online students face-to-face experience with their professors, and ensure that a larger number of online MBA students are afforded the opportunity to study abroad. (*Activities C,E,CP2*)

2d. Develop a Course on Rising Market Powers and 21st Century Globalization. In recent years, countries such as China, Brazil, and India have grown significantly in their role as international creditors with important implications for US competitiveness. The GW-CIBER will fund the development of this new course to examine how differences in these rising powers' approaches to trade, finance, and governance could transform the global competitive landscape. The course will be offered at both the undergraduate and graduate levels with cross-listing across multiple schools and departments on campus. (*Activities A*)

2e. Enhance GW's Global Bachelor's Degree Program. In an effort to further internationalize our curriculum, GW recently designed an innovative international program for students from CCAS, ESIA, and GWSB (Exhibit 3.3c). A select group of students from multiple disciplines across campus embark on three separate study-abroad experiences, including options for a summer internship abroad. Because it has been noted that students need further assistance

leveraging their multiple study-abroad experiences to enhance their careers, GW-CIBER will design a workshop focused on career implications related to study abroad. (*Activities A,B,C,D*)

2f. Expand Undergraduate Opportunities in IB. After many years of successful GW-CIBER programming geared towards our graduate students, we propose a series of initiatives specifically for undergraduate students. To this effect, GW-CIBER will:

2f(i) Form GW-CIBER Undergraduate Student Advisory Board. The GWSB Undergraduate Program was recently restructured to give greater prominence to undergraduate student groups, and we propose to build on this model by forming an undergraduate student advisory board (Exhibit 3.9). A core group of students from prominent student organizations, such as the Undergraduate Business Association, the umbrella organization for the 16 student organizations in the Business School, along with representatives from the International Business Association, TAMID at GW (Chapter of TAMID Group: Experiential Learning through Business in Israel), the Real Estate & Finance Community of Practice (CoP), Alpha Kappa Psi, and the Posse Program, will serve in an advisory capacity to the GW-CIBER and help plan and execute the programming. Generally, the students on the Advisory Board will serve as GW-CIBER Ambassadors and will help build our programming for undergraduate business students, especially some of the initiatives in Objective #3. Limited professional development funding will be available for support of our GW-CIBER Ambassadors. (*Activities C,D,E*)

2f(ii) Develop Student Capacity for IB Case Competition Participation. GWSB students regularly participate in case competitions, but opportunities for students interested in IB are less common. In addition to current case competitions, we plan to support students to participate in the CUIBE case competition in Boston and the case competition at Copenhagen Business School. All such case competitions will also include local site visits and an alumni event to

enable students to expand their international network. In order to provide sustained impact, GW-CIBER will create an IB Case Preparation Toolkit that can be used by all faculty planning to serve as mentors for students participating in case competitions. This toolkit will be shared with faculty at MSIs, CCs, and within our IB Regional Consortium. *(Activities A,B,C,D)*

2f(iii) Build Programming to Enhance Students’ Global Mindset. The GW-CIBER will offer hands-on workshops to enhance undergraduate students’ understanding of changes in the global marketplace and how these impact workplace interactions and career opportunities. The workshop will be designed to 1) communicate the relevance of a global mindset to students academically, personally, and professionally; 2) motivate students to take specific and ongoing actions that will enhance their global mindset; and 3) provide a framework that students will use to develop an action plan to follow throughout the course of their undergraduate studies.

(Activities A,B,C,D)

2g. Launch CIBER Speaker Database Project and Distinguished Speakers Series. This initiative will bring leading researchers, CEOs, ambassadors, and policymakers from industry, government, and academia to GWSB to give seminars or public lectures on central IB topics. To facilitate student networking with the invited speakers, our new Undergraduate Student Advisory Board will do most of the planning and execution with GW-CIBER staff support. They will identify potential speakers, advertise the events to fellow students, and schedule activities for the speakers to meet with small groups of students. In order to ensure that this effort is sustainable over time, we will renew effort to maintain and further develop a speaker database that we can draw on for speakers for this and other initiatives. In particular, the GW-CIBER will take an active role in supplying high impact speakers for our signature course in the undergraduate

curriculum, Age of Globalization, taken by all GWSB students early in their academic career.

(Activities C,D,CPI)

2h. Incorporate Visiting IB Scholars and Practitioners into Student Life. With its prominent location in the nation's capital, home to a variety of significant global institutions, GW attracts visitors from around the world. To ensure engagement with our many distinguished international scholars and practitioners to the benefit of our current students, the GW-CIBER will create strategic partnerships with two programs to offer opportunities for GW students to interact with visiting scholars through intimate seminars and social events. The first is the Capital Markets Program, a collaborative effort between the International Finance Corporation (IFC), the Milken Institute, and GWSB (see Exhibit 3.3d for details on this program). The second program is a partnership with the NGO Leadership Transition Fellowship Program to host their fellows on the GW campus. Howard University students and faculty will be included in these activities and engagements with scholars from these two residency programs. *(Activities C,D,CPI)*

OBJECTIVE 3: Collaborate with businesses and professional associations to offer students experiential learning, internship, and job training opportunities in international business.

To increase GW-CIBER's impact, we plan to offer meaningful experiences for students to engage directly with stakeholders from businesses and professional associations. Through partnerships with a variety of organizations, we will provide internship opportunities, teach project-based courses with client consulting, launch a special initiative to support women's exploration of IB careers, and create a Community of Practice (CoP) for IB.

3a. Partner with the VA/DC District Export Council (DEC) to Launch Student Export Training Program with Internship Component. GW-CIBER will collaborate with the VA/DC DEC to design a non-degree export education program for GW students. The sessions will be

taught by VA/DC DEC practitioners and GWSB faculty. Upon completion of the program, select students will be placed in internships with companies in the DC/VA DEC network, which includes firms with international operations. The VA/DC DEC companies will also be used to source client projects for student consulting courses. *(Activities A,B,C,D,CPI)*

3b. Expand IB Internship Program through GW Overseas Alumni Connections. GW-CIBER will partner with GW Alumni Associations Abroad to identify internship opportunities for students interested in gaining international experience. GW has a large worldwide alumni population (see Exhibit 3.10), with active alumni groups in several countries, including China, England, Japan, South Korea, and Singapore. The program will be initiated first in London, as GW-CIBER is already partnering with alumni there on other projects. *(Activities A,B,C,D,CPI)*

3c. Develop a Client Consulting Course in Partnership with the GW School of Engineering & Applied Science (SEAS). To create an opportunity for cross-disciplinary collaboration, GW-CIBER will support a course with a client consulting project by placing business and engineering graduate students together on project teams. Engineering students typically lack IB training, and business students need exposure to high-tech business ventures. In this course, co-taught by GWSB and SEAS faculty, student teams will work on market entry or expansion projects with companies in the high-tech sector, drawing on expertise from both disciplines. GW-CIBER will organize a “Consulting 101” boot camp for these students. *(Activities A,B,C,D,E,CPI)*

3d. Create an Online Class on Managing Virtual Teams with Client Consulting Projects. To equip students with the necessary skills to communicate and collaborate effectively on cross-border teams, GW-CIBER will develop a course on “Managing Virtual Teams.” The course will be offered online and therefore also bolsters the online elective offerings for GW graduate

students interested in IB. The course will use the *X-Culture*⁷ platform in which students are placed in consulting teams with students from other countries. The teams work virtually for a semester as consultants on a client project. Participating students will acquire an understanding of the issues virtual teams face (such as building trust, using technology, evaluating performance, and managing across cultures), as well as tools and strategies for addressing these issues.

(Activities A,B,C,D,E,CPI)

3e. Enhance Existing MBA Consulting Abroad Program (CAP). Towards the end of their first year, all full-time GW MBA students participate in an experiential-learning course, which offers the opportunity to expand their knowledge about selected countries, regions, and industries by engaging them in consulting projects with an overseas client company (see Exhibit 3.11 for past destinations and projects/clients). GW-CIBER will support the CAPs through a “Consulting 101” boot camp offering training in consulting methodologies. *(Activities A,C,D,CPI)*

3f. Expand Access to Consulting Abroad Program. GW-CIBER will sponsor the expansion of the CAP program to include part-time MBAs (including online) and certain specialized Master’s students, as well as select undergraduates. Germany, Ghana, India, Ireland, Rwanda, and Sweden are planned destinations for these study-abroad consulting experiences. As part of this initiative, we will build consulting capacity in our students by offering a “Consulting 101” boot camp for part-time MBA and undergraduate IB consulting students at GWSB. We will also invite Howard University students to this boot camp. *(Activities A,C,D,CPI)*

3g. Design an IB Community of Practice (CoP). The CoPs at GWSB are select groups of students who meet on a weekly basis for hands-on, career-focused training and engagement with practitioner and faculty mentors in their field. Currently, CoPs have been created for Consulting, Real Estate, and Marketing, and GW-CIBER will develop an IB CoP. This initiative will be a

⁷ <https://x-culture.org/>

shared enterprise of students, alumni, faculty, and career advisors. *(Activities A,C,D,CPI)*

3h. Launch IB Career Treks. GW-CIBER will support this career-exploration initiative, which will allow students to travel to various destinations to gain insight into an industry, function, or region. This initiative will be executed with the GW-CIBER Student Advisory Aboard and the many student organizations it represents. Intended Career Treks will include visits to key international logistics hubs such as Dulles Airport and the Port of Virginia (in collaboration with VA/DC DEC) to engage with exporters clustered in those areas, as well as cities with large MNC clusters. As part of this initiative, we will explore possible collaborations with other CIBERs to engage in reciprocal programs. Howard University and IB Regional Consortium students will be invited to join some Treks. *(Activities A,C,D,CPI,CP2)*

3i. Create Women in IB Career Initiative. This initiative focuses on supporting women in pursuit of IB careers and brings together high level international managers and female students interested in developing their career readiness through mentoring and other high impact engagements. The initiative features a Women in Global Careers Roundtable, an annual event organized by the GW-CIBER and the GW Women's MBA Association. This forum provides students an opportunity to discuss, in an intimate setting, various industries, positions, and tips on how they can excel in the global arena. *(Activities A,C,D,CPI)*

3j. Internationalize the Executive-in-Residence Program (EIR). The EIR program, hosted by the GWSB Career Center, is designed to allow students one-on-one access to industry leaders. This is an opportunity for students to meet with senior-level professionals employed in the students' fields of interest and learn about the industry, roles, experiences, and competencies needed to compete for positions. GW-CIBER will strengthen the EIR Program by bringing more practitioners with IB experience to the program. *(Activities A,C,D,CPI)*

OBJECTIVE 4: Provide national leadership in advancing inter-disciplinary research in international business to address complex problems facing businesses.

There is growing recognition that we need to develop more holistic, integrative knowledge that combines insights from different disciplines relevant to IB in order to solve the complex problems that businesses face when competing in the fast-changing interconnected global economy. With its strong reputation for IB-related research and its proximity to multilateral organizations, embassies, and think tanks, GW is a fertile ground for advancing high-impact, interdisciplinary research. By supporting data acquisition, research assistants, fieldwork, faculty time, and academic workshops, GW-CIBER will elevate research in our six Focal Areas.

4a. Support Research Projects around GW-CIBER's Theme and Focal Areas. GW-CIBER will support faculty and doctoral students from across the University to pursue research projects related to the Center's theme and focal areas. Through an annual RFP process, GW-CIBER will support cutting-edge research projects targeted for publications in top academic journals.

Interdisciplinary research projects will be particularly encouraged. (*Activities E,F,CP2,IP*)

4b. Launch the Global Scope (GLOB-S) Research Lab. GW-CIBER will support the development of the GLOB-S Research Lab which will build connections with policymakers, managers, and faculty from several private sector agencies, firms, and academic institutions to foster a global dialogue on issues at the intersection of government, business, and civil society. Senior Fellows will include GWSB Faculty, as well as individuals from the World Bank, US Department of Commerce, Wharton School, University of Minnesota, London Business School, and Texas A&M University. The Research Lab will build on the expertise of the Fellows to produce academically rigorous and practically relevant research and open-access informational resources. GW-CIBER will support an annual GLOB-S conference. (*Activities D,F*)

4c. Advance Interdisciplinary IB Research by Convening Biennial Conferences. In

partnership with the CIBERs at the University of Miami and Georgia State University, GW-CIBER will organize a biennial two-day conference on “Advancing Interdisciplinary Research in IB: Integrative Knowledge and Transformative Theories for Greater Impact.” It will focus on research topics of both theoretical and practical IB significance, including those related to GW-CIBER’s theme. The conference will feature leading scholars who have published prominent interdisciplinary research, as well as executives and policymakers. *(Activities C,D,E,F,CP2)*

4d. Organize Biennial Workshops on Integrating Business Curricula. In recognition of the importance of promoting interdisciplinary learning among students, GW-CIBER will organize a workshop related to curriculum innovation and enhancement, utilizing interdisciplinary research learnings from the conference above (4c). We will collaborate with University of Colorado–Denver and Georgia State University CIBERs on this initiative. *(Activities A,B,C,D,E,F,CP2)*

4e. Host Biennial Workshop on Innovation Strategies and National Innovation Ecosystems.

As global economic competition becomes increasingly innovation-driven, managers and policy-makers are actively searching for ways to increase innovation at all levels: individual, firm, industry, national, and regional. With Indiana University and Georgia Tech University CIBERs, we will highlight faculty research on firms’ innovation strategies and performance, and how they are influenced by a nation’s institutions, through an annual conference. *(Activities C,D,F,CP2)*

4f. Create an IB Research Consortium in the DC-MD-VA Area (DMV Area). To foster a community of scholars in the DMV area, GW-CIBER will organize a DMV IB Research Consortium. We will invite IB faculty and doctoral students from GW and local universities to join the consortium. Activities will include periodic lunch meetings to exchange ideas and form collaborative teams, and PhD training opportunities. We will also enhance the DMV Area

Climate & Energy Workshop by adding an IB angle to the conference in Year 4 of the grant when the workshop will be hosted at GW. *(Activities B,C,D,E,F,CP2)*

4g. Expand GW-CIBER’s Community of Scholars through the Summer Doctoral Institute

(SDI). The SDI brings several non-GW doctoral students from some of the country’s top programs to campus for two summer months to engage in research with GW mentors on topics related to GW-CIBER’s theme. More than seventy students have participated in the program so far (see Exhibit 3.12 for SDI alumni background), forming a community of scholars from various disciplines but sharing a common interest in issues related to the Center’s theme. This program provides much needed exposure to IB training for PhD students in other fields, thus bolstering the supply of future faculty versed in IB research. SDI's major component is the mentoring relationship between the doctoral students and the GW faculty members working with them on the SDI projects. *(Activities A,B,C,D,E,F)*

OBJECTIVE 5: Offer professional development and academic outreach programming to university stakeholders from across the US, with a special emphasis on collaborative initiatives with MSIs, CCs, and rural schools.

GW-CIBER will offer IB-related academic programming and faculty development initiatives with a focus on faculty from MSIs, CCs, and other under-resourced schools. These initiatives will reflect our Center’s theme, **Institutions, Inclusive Globalization, and US Competitiveness**, and many of them will address **Competitive Preference Priority 2**.

5a. Organize FDIB Programs to Western European and Select African and Middle East Countries. Drawing on our faculty’s expertise, background, and experience, GW-CIBER will develop and offer FDIB programs to: (i) Sweden – to explore Nordic Innovation and entrepreneurship focusing on sustainability; and (ii) Germany – to examine its Energy Transition

and Sustainability, (iii) Africa & the Middle East (viz. Rwanda, East Africa, MENA) – to study influence of institutions on development. GW-CIBER will partner with the CIBERs at the University of South Carolina (USC) and Brigham Young University (BYU) to offer the Africa/MENA FDIBs. *(Activities A,B,C,D,CP2)*

5b. Take Migration Matters Workshop “On the Road.” GW-CIBER will offer a day-long faculty development workshop on the business role of migration and diasporas. Its objective is to discuss current global migration trends, better acquaint faculty with the local migrant and diaspora business community in their states, and explore better integration of these issues into business school courses, including entrepreneurship, finance, human resource management, international business, marketing, strategy, and others. The workshop will emphasize the importance and role of migrants and diasporans as entrepreneurs, human resource talent, investors, market segments, and how migration can play a role in a company's strategic management and public-policy engagement. It will include several speaker panels, keynote addresses, and networking opportunities for faculty to meet people representing or working with diaspora communities. The workshop will be offered “on the road” in four US cities with large diaspora populations. *(Activities A,B,C,D,E,F,CP2)*

5c. Create National Impact by Participating in Three CIBER Consortia Focused on Internationalizing the Business Curricula of MSIs and CCs. We will be part of **(1) CIBE MSI/CC Consortium** consisting of eight CIBERs, which will support more than 200 MSIs, CCs, and other under-represented institutions across the US by hosting, funding, and managing national-level IB activities for faculty, students, and administrators from the school mentioned above. This initiative is designed as a progression of internationalization activities over the grant’s four years, incorporating national-level faculty and IB course development programs,

faculty research awards, faculty and student study abroad, student case competitions, student internship awards, and travel stipends for international business seminars, conferences, and workshops. By pooling several CIBERs' resources and tapping into their regional networks, this consortium will have greater impact in enhancing IB education at MSIs and CCs. **(2) *Globalizing MSIs Consortium***, which has existed for over two decades, and is currently led by Georgia State University (GSU) assists MSIs with faculty development, study abroad, grant writing, and pedagogical resources. Key joint activities include an IB Business Pedagogy Workshop, an IB Case Competition, an Institutional Partnership Program of a CIBER and MSI (GW-CIBER is matched with Howard), and the dissemination of pedagogical resources for teaching IB. Planning is underway to host webinars and engage in collaborative online learning projects to reach more MSI faculty and students while avoiding travel costs. **(3) *International Business Institutes "On the Road" Consortium***. The flagship program underpinning this consortium are one- to two-day workshops designed to expose community college faculty to topics, materials, and expertise of the long-running IB Institutes previously held in East Lansing. Retaining a focus on IB course and program development, workshop components can also be tailored to regional needs for faculty and curriculum development. In other CIBERs, the program's primary partners are the National Association for Community College Entrepreneurship (NACCE) and Community Colleges for International Development (CCID). Workshops will be held four-to-six times per year at CCs around the country, and two will be offered at GW-CIBER's CC node-school partners during the grant cycle (further described in 5e). *(Activities A,C,D,CP2)*

5d. Collaborate with Howard University School of Business (HUSB) on Internationalizing its Business Curriculum. GW-CIBER and HUSB will collaborate on several faculty and

student development initiatives to enrich HUSB's IB curriculum and also build outreach initiatives to other MSIs to offer professional development opportunities.

5d(i). Strengthen IB Major and Other Degree Programs at HUSB. In the upcoming grant cycle, HUSB plans to revise its IB program and GW-CIBER will work closely on this process. In particular, GW-CIBER will assemble a taskforce made up by FCB members who will participate in HUSB's curriculum revision meetings and lend advice on best practices in IB curriculum design. We will also assist by supporting the HUSB's Global Trilateral MBA (GT MBA) program. This is an educational and experiential certificate program designed to provide students with international consulting experiences. Through a trilateral partnership of three highly regarded MBA programs at leading universities (Central University of Finance and Economics in China, University of Pretoria in South Africa, and HUSB), students are awarded an International MBA Certificate in conjunction with their MBA degree. GW-CIBER will support this program by: (i) contributing to the DC conference by hosting the group at GW's for an event (presentation, discussion); (ii) providing GW faculty members to judge the final consulting projects team presentations. To further enhance the GT MBA Program, GW-CIBER will infuse a new consulting framework (described in initiative 3e) into the curriculum to it. Also, we will enhance HUSB's capabilities in business languages curricula. *(Activities A,B,C,D,E,CP2)*

5d(ii). Offer Faculty Development Programming in IB. GW-CIBER will provide a slot to at least one HUSB faculty member participate in an overseas FDIB offered yearly by the CIBER network. The funded scholar will be required to create a course module based on their FDIB experience. Also, HUSB faculty will be eligible to shadow online courses taught by GWSB faculty, many of which have an experiential learning/short-term study-abroad component. To further increase exposure to best practices in experiential learning, a workshop will be offered

for HUSB faculty about leading experiential-learning programs such as STAPs, consulting projects, and faculty study tours. Topics will include how to source projects, communicate with clients, and partner with local universities, government organizations, business associations, etc. Finally, HUSB faculty members will be eligible to submit applications for GW-CIBER's annual RFP competition to support development of course materials, research projects, and outreach activities (described in initiatives 2a, 4a, and 6f). The FCB will review and guide the projects. Howard University (HU) language faculty will be invited to GW-CIBER's language immersion and themed workshops (described in initiative 7f) and use the course materials developed with GW-CIBER funding in their own courses. *(Activities A,B,C,D,E,CP2)*

5d(iii). Deepen Student Engagement with IB-related Issues. GW-CIBER will support HUSB's experiential-learning consulting programs by inviting participating students to attend the international management consulting workshop described in initiative 3e. In addition, HUSB students can participate in career development programs organized by GW-CIBER. These programs include workshops on international careers (initiative 2f(iii)) and developing a global mindset, and Career Treks (initiative 3h). Finally, as described in initiative 2h, HUSB students will be offered the opportunity to participate in joint events with visiting scholars affiliated with GW. HUSB's participation and interaction in the activities outlined above will enrich the perspectives and experiences of all parties in the collaboration. *(Activities A,C,D,CP2)*

5e. Collaborate with Community Colleges in Appalachia, VA, and WV on Internationalizing Business Curricula through Partnerships with Two Node Schools. In keeping with its focus on inclusive globalization, GW-CIBER will partner with two community colleges (Southwest VA Community College (SW VA CC) and one in WV which is yet to be determined pending a needs and capacities assessment) which will serve as CC nodes for our

Center's regional outreach efforts. GW-CIBER's proposed programs will be piloted and/or offered in these two CCs, with other participants coming from regional CCs. Initiatives include:

5e(i). Offer Faculty Development Programming in IB. We will offer a Faculty Development Workshop on Teaching Global Skills for the 21st Century. This workshop is targeted at faculty teaching in CCs, and especially smaller colleges in non-urban regions. The participants will learn about methods of teaching globalization and international trade to their specific student populations and will receive guidance on creating a course on the theme of developing global skills and planning a career in a globalized economy. In addition, GW-CIBER will work with the Michigan State University CIBER to bring their acclaimed IB Institute for CC Faculty to the campuses of the two node CCs mentioned above. The IB Institute's aim is to provide participants with the knowledge, experience, and resources they need to internationalize general business courses and/or develop specialized IB courses. Leveraging GW's highly acclaimed online MBA program, including the new courses proposed in this application, we will invite select faculty to shadow online GWSB courses; many have an experiential learning/short-term study-abroad component. Finally, at least one faculty member from one of our node CC will be funded each year to attend an overseas FDIB CIBER program. The funded scholar will be required to create a course module based on their FDIB experience, to be shared with other participants via the GW-CIBER website. *(Activities A,D,CP2)*

5e(ii). Bring Node School Students on IB Career Treks. GW-CIBER will organize Career Treks for students from CCs in WV and southern and Southwest VA (destinations/industries to be identified during the initial needs assessment period of collaboration). (see Objective 2)
(Activities A,D,E,CPI,CP2)

5f. Produce Country Studies on Rwanda and Sweden. As part of the initiative “CIBER Country Studies: Edited Volume Book Series Based on PDIBs,” GW-CIBER will produce two edited volumes, one on Rwanda and one on Sweden. Each will include short contributions from the majority of the participants in the two FDIB/PDIB programs, many of whom will come from MSIs and CCs. The book series will serve two purposes: 1) to share knowledge gained during overseas FDIBs, and 2) to provide faculty, including those from MSIs and CCs, with an opportunity to conduct research and publish. Each volume will be disseminated to CIBERs, CIBER network partners (such as MSIs and CCs), university and public libraries, high schools, and export-assistance centers for maximum accessibility of information. *(Activities D,E,CP2)*

5g. Offer Professional Development Funding. GW-CIBER will offer small grants to support GW faculty and doctoral students, along with MSI and CC faculty and doctoral students to attend academic conferences and professional development workshops related to IB. *(Activities A,B,C,E,F,CP2,IP)*

OBJECTIVE 6: Engage business and policy communities to offer executive training programs that enhance their global management knowledge, particularly programs that address the specific needs of high-growth technology ventures.

By leveraging GW and DC resources and capacities, GW-CIBER will offer a wide range of programs on current IB topics with a focus on helping high-tech ventures internationalize. We will present various viewpoints and engage all communities in multifaceted and interdisciplinary discussions that will ultimately help US organizations improve their effectiveness, productivity, and profitability. We will offer programming on topics of current relevance to business managers and policymakers. To ensure program relevance, broaden the potential audience, and stretch resources, we will rely on close collaboration with internal and external partners.

6a. Launch Internationalization Training Program for I-Corps and other High-Tech

Startups. In recent years, technology-based startup firms have grown substantially to constitute a significant force in the US economy. Many of these businesses are headed up by engineers who lack business training particularly as it relates to IB. To fill this void, GW-CIBER will lead an executive development program to help high-tech ventures expand their businesses overseas. We will collaborate with the GW Office of Innovation and Entrepreneurship and its NSF-funded Innovation Corps (I-Corps) training program, as well as with the Innovation Center in SEAS. Externally, we will partner with the CIBERs at Georgia Tech, University of Colorado–Denver, and San Diego State University (SDSU). Together, during the first year of the 2018-2022 grant cycle, we will conduct a needs assessment to identify the appropriate program content and delivery methods. Upon completion of the feasibility study, we will assist these high-tech ventures with executive education programs, short-term training workshops, and consulting services from student consulting teams. *(Activities A,C,D,E,CPI)*

6b. Deliver a Series of Programs on the Theme of Nordic Innovation. The Nordic culture of collaboration, openness, and flat organizational structures has led to a high concentration of innovative entrepreneurs and born global companies, some of which have a presence in the US (see Exhibit 3.13). The Nordics are leading the way in finding sustainable solutions to today's world challenges, such as clean energy, sustainable urban development, and access to finance and healthcare. US entrepreneurs would benefit greatly from learning about frameworks and best practices in Nordic Innovation, as it will help them enhance their competitiveness by recognizing and taking advantage of opportunities to internationalize early. To support this effort, GW-CIBER will organize programs on the theme of Nordic Innovation, including:

6b(i). Organize Ambassadors' and CEOs' Symposia. In partnership with the GW Innovation Center, ESIA, and the DC Swedish American Chamber of Commerce (SACC), we will host panel discussions featuring Nordic Ambassadors and CEOs about the intersection of innovation and entrepreneurship, especially as it relates to sustainability and CleanTech. *(Activities C,D)*

6b(ii). Offer PBID in Sweden for High-Tech Entrepreneurs. As part of our FDIB in Sweden (see Objective 5), we will reserve seats for participants in iCorps Go, an NSF-funded training course in entrepreneurship for high-tech startups, to explore Sweden's innovation eco system in the high-tech arena. Stockholm is the ideal location for this due to its impressive innovation eco-system. Companies such as Skype and Spotify were founded in Stockholm, a city with the second most unicorns (billion-dollar-valued companies) per capita in the world after Silicon Valley. *(Activities A,C,D,E,CPI)*

6b(iii). Design Collaborative Residency with Sweden's KTH Royal Institute of Technology. GWSB student entrepreneurs with promising start-up concepts will be selected to participate in a three-week summer residency at KTH, Sweden's largest technical and engineering university and the birthplace of numerous successful technology-based ventures. KTH has a well-known innovation unit, KTH Innovation, which has agreed to work with the GWSB students on their start-up ideas. *(Activities A,C,D,E,CPI)*

6c. Support Trade and Export Education Initiatives. GW-CIBER will collaborate with a variety of trade-related organizations to provide cutting-edge trade and export education that leverages GW faculty expertise and our extensive network in DC. (see Exhibit 3.14).

6c(i). Enhance VA/DC DEC "Export University." GW-CIBER will identify faculty experts to serve as content specialists (instructors and/or speakers) for VA/DC DEC export training programs—Export University—with focus on firms looking for internationalization options

beyond exporting. GW-CIBER will also provide faculty experts (economists, political scientists, language faculty, etc.) who will offer “doing business in country X” programs. *(Activities C,D)*

6c(ii). Collaborate with VA/DC DEC and Women in International Trade (WIIT) on

Annual Trade Forum. GW-CIBER, the VA/DC DEC, and WIIT will co-organize an annual event that highlights cutting-edge issues in international trade. The event will draw a wide audience from the business and policy communities in the DMV area, along with current students interested in IB careers. *(Activities C,D,E,F)*

6c(iii). Support the CIBER-NADEC Initiative and the Annual DEC Leadership

Conference. This initiative, led by San Diego State University CIBER, is a collective effort by the CIBER network to collaborate with the National Association of District Export Councils (NADEC). This program enables CIBERs to engage with 1300+ policymakers, business people, trade organizations, and educators from across the US who are associated with their local District Export Council (DEC) organization. The Conference allows CIBERs to educate and showcase the important role CIBER network in strengthening the US economy. *(Activities D,E,CPI)*

6c(iv). Sponsor the National Association of Small Business International Trade Educators

(NASBITE). A key purpose of NASBITE, a non-profit organization, is to develop a credential to raise the level of practice in international trade. With numerous federal and state government and corporate partners, CIBERs, and practitioners, the NASBITE CGBP™ (Certified Global Business Professional) credential was developed, with its first credentialing exam on March 20, 2005. GW-CIBER co-sponsorship will support the Annual Conference, the Annual Small Business Exporters Summit, and a student case competition. *(Activities D,E)*

6d. Organize a Symposium Series on Inclusive Globalization. In the coming decade, multinational firms will face a different environment from the one that has existed before the

Great Recession. The voices of protectionism, economic nationalism, and state capitalism are rising and firms are under increasing scrutiny with respect to where they operate, how they price, and where they park their profits. Evidence exists that the combination of disruptive technologies, increasing income inequality, and concerns for jobs are making governments less tolerant of globalization. In partnership with the Growth Dialogue, a GWSB-based research center, GW-CIBER will organize three symposia, addressing the issues of “business competition in a de-globalized world,” “coping with increasing inequality and its implications for IB,” and “disruptive technologies and their impact on growth, employment, and firm strategies.” The symposium series will coincide with the annual World Bank (WB) and International Monetary Fund (IMF) meetings in order to attract a large audience, and will result in policy briefs, which will be broadly disseminated. *(Activities C,D,E,F)*

6e. Support G2@GW Conference. GW-CIBER will co-organize an annual conference with the GW Institute for International Economic Policy (IIEP). The conference which focuses on China’s Economic Development and US-China Economic and Political Relations features leading scholars from the US, China, and other countries. Conference sessions address a wide range of topics, such as the prospects for China’s continued growth; financial liberalization; trade imbalances and practices; labor migration, etc., and has become a leading forum for experts in the research and policy community to improve understanding of issues critical to China, the US, and the global economy. *(Activities C,D,E,F)*

6f. Advance GW-CIBER Theme and Focal Area Outreach Projects. GW-CIBER will host and support outreach initiatives on timely topics related to its theme and six focal areas. This will be executed primarily through the annual RFP process (refer to initiatives 2a and 4a). *(Activities C,D,E,F,CP2,IP)*

6g. Expand GW-CIBER’s IB Video Library. GW-CIBER’s Video Library features professional video recordings of GW-CIBER programs and events. These include interviews and lectures, discussion forums, and professional/career development programs. We will continue this collection, which is showcased on the GW-CIBER’s website, and expand it to include compelling and timely topics in IB. *(Activities A,B,C,D,E,F)*

OBJECTIVE 7: Offer “Business Language” programs to increase the language proficiency and cultural competence of current and future business professionals, and to fortify language instructors with business-content knowledge and effective teaching tools.

GW-CIBER has boosted business language (BL) teaching capacity at GW, in our regional network, and nationally by creating multimedia business cases, modules, complete BL courses, and short-term study-abroad programs for Arabic, Chinese, German, Korean, and Russian. (See Exhibit 3.15 for GW’s foreign language offerings.) With new funding, we will build on these successful programs, expanding training, idea exchange, and publishing opportunities for BL teachers. By providing annual workshops, networking activities, and online teaching resources, GW-CIBER will add to the pool of competent and confident BL instructors, with the goal of increasing the number of US students who can use their language skills in a professional setting. Our programs translate the rich international resources of DC, such as embassies and international NGOs, into student opportunities to use their language skills in a business context.

7a. Support the Implementation of Client Consulting Projects in BL Courses. GW’s Business School regularly uses client consulting as a teaching tool: students apply knowledge and skills gained in class to a project for a business or other organization. GW-CIBER will develop client consulting projects in BL courses, enabling students to engage with the business community locally and overseas while leveraging their knowledge of the language and culture.

Each GW-CIBER BL faculty will run one client project during the grant cycle (Arabic, Chinese, German, Japanese, Korean, and Russian) and will develop a unit with supporting teaching materials, including lesson plans and assessment tools, for BL teachers across the US to follow.

(Activities A,B,C,D,CPI,IP)

7b. Expand the “Study Abroad @ Home” Initiative. The GW-CIBER “Study Abroad @ Home” supports students who are doing internships at DC-area businesses and organizations that require foreign language competence. Aside from recruiting new providers for these internships, GW-CIBER, in consultation with GW BL faculty, will facilitate BL-focused internship placement and help identify competitive financial support for undergraduate students doing business-related internships in DC, where they are using their foreign language skills on a regular basis. *(Activities A,B,C,D,CPI,IP)*

7c. Launch the “Career Corner” Podcast. The new “Career Corner” podcast will use the podcast platform to inform students about potential careers that connect language and cultural proficiency to business. The program will consist of engaging interviews with IB practitioners who describe their career path, explain how they use the foreign language in daily business activities, and give advice for students interested in similar work. BL students will conduct the interviews under the guidance of BL faculty, and the GW-CIBER BL Coordinator will curate and post the monthly podcast with technical assistance by the GW Language Center. *(Activities B,C,D,E,IP)*

7d. Grow the BL Online Case Clearinghouse. As a teaching method, business cases in foreign languages require students to use their language skills first to understand and then to solve real problems faced by decision-makers in the business world. While GW-CIBER BL faculty have created multimedia cases in Arabic, Chinese, French, German, Japanese, Korean, and Russian,

more is needed to cover a broader range of business topics, companies, scenarios, and cultural practices. GW-CIBER will substantially expand the BL case collection by instituting an biennial RFP from instructors within our BL Network to write new cases with teaching notes, assessment tools, and ancillaries to enhance comprehension, such as video and graphs. (*Activities B,C,D,E,IP*)

7e. Create a New Certificate in Business Language. This certificate program, to be developed for Arabic, Chinese, German, Korean, and Russian, will encourage students to combine language expertise with business. Participants will be required to study a language through the fifth-semester level, complete the business language course, two courses in international business, one cultural course related to the language of specialization, and one appropriate international experience, such as study abroad, in-class international client consulting project, or participation in GW-CIBER’s “Study Abroad @ Home” initiative. (*Activities A,B,C,IP*)

7f. Grow the GW-CIBER BL Network. GW-CIBER is a hub for teachers seeking materials or mentorship in BL pedagogy. We will strengthen the GW-CIBER BL Network by offering new professional development opportunities, teaching materials, and publishing venues for BL educators. To further expand participation, we will create targeted marketing materials, such as online video trailers for GW-CIBER BL workshops. We will partner with both local and national organizations to disseminate marketing materials to new potential participant groups, particularly Howard University and schools in our new Regional Consortium with WVU and UR (see Objective 1), as well as our CC nodes and their networks (see Objective 5).

7f(i). Hold Professional Development Workshops for BL Instructors. Increased knowledge in business topics empowers language teachers to teach business content with both competence and confidence. Building on GW-CIBER’s successful BL workshop series, and drawing on GWSB

expertise, the GW-CIBER BL Coordinator will develop workshops on topics appropriate for BL courses, such as cross-cultural management and foreign market entry modes. Workshops will provide concrete strategies for addressing ways to integrate acquisition of language skills. We will also offer trainings related directly to our new GW-CIBER BL activities, including how to implement and assess client consulting projects. GW-CIBER will offer one workshop annually at GW and one at another school in the Mid-Atlantic region, which will widen our outreach to interested participants who are otherwise unable to travel to DC. In particular, we will offer this option to the schools in our new Regional Consortium (see Objective 1), as well as our CC nodes and their networks (see Objective 5). *(Activities B,C,D,E,CP2,IP)*

7f(ii). Offer BL Immersion Workshops. GW-CIBER will continue to offer state-of-the-art immersion workshops in Arabic, Chinese, German, Japanese, Korean, and Russian, taking full advantage of its proximity to embassies, the IMF, and the World Bank, along with numerous nonprofit and cultural institutions. While visiting these institutions, participants will learn new methods for teaching the business context of their respective language, exchange ideas and materials, and observe demonstrations and hear presentations from GW professors, students, and guest speakers. Given the workshops' popularity, GW-CIBER will continue and enhance this initiative by incorporating new topics, speakers, and networking opportunities. *(Activities B,C,D,E,IP)*

7f(iii). Develop FDIB BL Add-Ons. BL teachers can gain extensive knowledge and inspiration from participation in FDIBs specific to their teaching area. GW-CIBER will create a BL add-on to two of our FDIBs (Germany and MENA, see Objective 5) designed specifically for German and Arabic teachers. The FDIB Add-Ons will devote special attention to cultural phenomena with the potential for integration into the BL classroom. Topics may include the religious context

of Islamic banking and the cultural drivers of sustainability and green business development in Germany. This immersive experience prepares participants to better educate BL students at their US institutions and fosters cross-disciplinary connection between BL and business faculty.

(Activities A,B,C,D,IP)

7g. Co-sponsor and Host the Joint National CIBER Business Language Conference. The biennial CIBER BL conference, held jointly with the International Symposium on Language for Specific Purposes, provides BL faculty a valuable context to present and learn innovative BL teaching approaches, curriculum enhancements, and study-abroad programs. GW-CIBER will co-sponsor the conference, to be held in North Carolina in 2020, and propose to host the conference in 2022. GW-CIBER BL faculty will lead workshops, organize panels, and recruit BL students to help plan and participate in conference activities. *(Activities B,C,D,E,IP)*

7h. Contribute to Business Language Research and Teaching Awards (BLRT). GW-CIBER will support the BLRT award competition. Publicized nationally and open to faculty at any accredited institution, the competition focuses on applications and technologies for teaching business language and less commonly taught languages to strengthen and improve language instruction. BLRT recipients will share their work at the biennial joint CIBER Business Language and Language for Specific Purposes Conference. BLRT awards will be chosen in Years 1 and 3 so the awardees are ready to present at the two joint conferences held in Years 2 and 4 (2020 and 2022). *(Activities A,B,C,D,E,IP)*

7i. Launch an Academic Journal Focused on BL Teaching. The only US journal that focuses exclusively on cutting-edge work in the field of business language studies, *Global Business Languages* (<https://docs.lib.purdue.edu/gbl/>), was recently discontinued at its former host institution, so GW-CIBER will support moving the journal to GW. The BL Coordinator will

partner with the Business Arabic faculty member to re-launch and co-edit the peer-reviewed online journal, showcasing best practices in BL teaching and other high caliber research.

(Activities B,C,D,E,IP)

CRITERION (b): SIGNIFICANCE

What makes our era different, according to Kofi Annan⁸, “is the degree of interpenetration, the speed with which change is taking place – and the dramatic and ever-growing gaps this process is creating between insiders and outsiders.” Reducing this gap, he argued, can be achieved by sharing the benefits of globalization with those who have been harmed by it, and making it more inclusive. Stiglitz⁹ calls this creating a new social contract, “one that embraces the consequences both of changes in technology and globalization” and deals with their distributional effects, by pursuing policies of social protection and human development (including job re-training and investment in education). Cognizant of these sentiments and of the need to help US business professionals (current and future) understand and cope with the challenges facing the domestic markets and those of our global trading partners, GW-CIBER has laid out a cohesive set of initiatives, serving the needs of various stakeholders (see Exhibit 4.1), built around the theme of **Institutions, Inclusive Globalization, and US Competitiveness**. These initiatives have national significance because they address America's middle class – parts of which have seen their incomes stagnate, their wages and employment opportunities decline, and their general well-being erode.¹⁰ This adversity suffered by individual members has also been accompanied by globalization’s divergent effect on certain geographic regions in the

⁸ “*In Yale University Address, Secretary-General Pleads Cause of ‘Inclusive Globalization’*”, New Haven, Oct. 2, 2002 (<https://www.un.org/press/en/2002/SGSM8412.doc.htm>)

⁹ Stiglitz, J., 2017, “*Making Trade Globalization Inclusive*”, Paper prepared for session on Inclusive Globalization at the AEA meetings, Philadelphia, January 2017

¹⁰ E. Krause & I. Sawhill, “*Seven Reasons to Worry About the American Middle Class*”, Brookings Social Mobility Memos, June 2018

country, with small and rural areas seeing the biggest reduction in employment and productivity. Between 2010 and 2016, the 53 largest cities (with over 1 million in population) have accounted for two thirds of the national economic output growth and 73% of employment gains. For the same period, smaller metro areas (with less than 250,000 people) have shown a negative contribution of -6.5% to the US growth, with employment growth contributions between 3 and 5%. The fate of the rural areas was even worse, with the share of national employment growth for many regions barely reaching 0.07% or turning negative.¹¹ For the period 2010-2016, the share of state employment growth for some small rural parts of Appalachia Virginia was 0.4%, while the shares for small and rural areas in WV were -225.2% and -73.8% respectively.

The Appalachian region is finding itself in a post-coal era, with extractive industries heavily impacted by globalization and technological advancement. While some areas are still harboring hopes of revival, others are trying to devise a way to diversify or create a new economy, with self-sustaining communities, entrepreneurship and innovation networks, and a climate conducive to inward foreign investment. In order to achieve this goal, these latter areas are seeking to acquire knowledge about how to best do this, for instance, by globalizing their higher education institutions, training local businesses to deal with foreign partners, and promoting cultural exchange. In its Five-Year (2016-2020) Strategic Plan for Capitalizing on Appalachia's Opportunities, The Appalachian Regional Commission (ARC) has outlined several goals, among which is increase in higher education attainment, investment in business development strategies, improvement in its transportation and communication infrastructure, and promotion of export strategies to connect startup and established businesses with external and global markets. Similarly, the Virginia Foundation for Community College Education (VFCCE) has launched the

¹¹ M. Muro and J. Whiton, "*Geographic Gaps are Widening While U.S. Economic Growth Increases*", Brookings - The Avenue blog, January 23, 2018

Rural Virginia Horseshoe Initiative (see Exhibit 4.2) to transform Virginia's rural communities through higher education and 21st century job skills.

➤ **Creating a Resource for Underserved Areas**

By establishing the IB Regional Consortium with WVU and Richmond (Objective 1), GW-CIBER is furthering its reach by selecting these partner institutions as nodes for academic and business outreach in Appalachia VA and WV. The Consortium will develop and disseminate programs and best practices related to IB, languages, and career preparation, as well as faculty development and executive training. Additionally, we will form partnerships with two CCs in this region, which will help us connect with the broader CC network and collaborate with us on joint programming. Our activities will not be limited to the Appalachian region. We will also collaborate with Howard University to provide IB-related training opportunities to stakeholders there and from other HBCUs, and will also expand our national reach by also joining CIBER consortia (GSU's Globalizing MSIs program and the CIBE MSI/CC Consortium).

➤ **Enhancing Students' Capabilities**

GW-CIBER's proposed activities offer a rich set of opportunities for students at all levels and from many disciplines, schools, and universities. We have designed programs that leverage GW's location in DC, its resources, connections, and faculty expertise. For example, the SDI will bring together PhD students from across the US to conduct research on GW-CIBER's theme, while joining a growing community of scholars. We will also devote considerable effort to promoting experiential learning. Besides supporting the CAP program for the full-time GW MBA students, we will extend the program to include opportunities for part-time MBAs, specialized Master's students, graduate students in Engineering, and some undergraduates. A line-up of career prep initiatives (IB Career Treks, Women in Global Business Roundtable,

Community of Practice in IB) will assist students in selecting career paths related to IB and developing the skills needed to pursue a global career.

Curriculum development will include activities such as creation of new courses, modules, and teaching materials for IB and BL (including online), offering of a joint consulting-type course for graduate students in Business and Engineering, and enhancement of GW's Global Bachelor's program by helping students benefit the most from their international experiences. Additionally, GW is part of the DC Area Consortium of Universities (see Exhibit 4.3), which allows students from sixteen other local schools access to GW resources, thus increasing the impact of our programs. GW-CIBER will also work closely with student organizations to support student-led initiatives and gain insight into students' interests and aspirations.

➤ **Building Faculty Expertise**

GW-CIBER will serve faculty members at GW, regionally, and nationally by offering and supporting faculty development programs in IB and BL, and disseminating acquired knowledge on specific topics relating to the GW-CIBER's theme of **Institutions, Inclusive Development, and US Competitiveness**, as well as pedagogical materials. Faculty members will have opportunities to attend thematic workshops (Migration Matters, consulting methodology training, BL immersion workshops), shadow courses taught by more experienced professors, and participate in overseas study tours to learn about a particular theme or region/country. Faculty members from MSIs, CCs, and rural schools will benefit greatly from these opportunities, and we will provide financial support to encourage participation. As mentioned above, our involvement in consortia will allow us to engage faculty from various types of schools, thus increasing our impact.

➤ **Serving as a Resource for Managers**

Through collaboration with GW units (Office for Innovation and Entrepreneurship, GW's I-Corps program, Innovation Center at SEAS), trade-related organizations (VA/DC DEC and WIIT), partnering schools (Howard, Richmond, WVU), and other CIBERs, we will develop programs and offer events enhancing managers' and entrepreneurs' capacity to engage in international business. A particular topic of interest will be the case of Nordic Innovation – a series of initiatives meant to showcase the Nordic countries' experience with innovation and rapid internationalization of startup companies. Another series of outreach initiatives will explore the various aspects of inclusive globalization: disruptive technologies, business competition in a de-globalized world, and inequality and its implications for IB. Other conferences, workshops, and discussions will touch on issues of the day and address current needs during the grant cycle.

➤ **Increasing the Significance of Outcomes by Creating Synergies**

GW-CIBER's proposed project is significant due to its inclusion of various stakeholders and creation of synergies (see Exhibit 4.4). For example, student consulting projects create training opportunities for the student teams but also provide free advisory services to client companies. Faculty mentors participating in training workshops or overseas study tours will enhance their research agenda while incorporating this experience into their classes. SDI students come to DC to improve their research skills and knowledge of GW-CIBER's theme; at the same time, GW faculty mentors gain a research assistant and co-author in a top PhD student. There is particular potential for deep and sustained impact in some of our signature initiatives in the upcoming grant cycle, such as those around our new IB Regional Consortium in DC, West Virginia, and Virginia, our CC node schools in Appalachia, along with the focus on engineering students and high-tech firms, as well as the exposure to new approaches and business models in our Nordic

Innovation initiative. These are just some examples of how GW-CIBER fulfills its mandate by increasing participation, innovativeness, and cost-effectiveness.

CRITERION (c): QUALITY OF THE PROJECT DESIGN

The initiatives in this proposal are designed around the theme of **Institutions, Inclusive Globalization, and US Competitiveness**, and are broadly linked to six focal areas that showcase GW faculty expertise (see Exhibit 4.5 for the relationship between proposed activities and focal areas). The proposed programming contributes to an ongoing line of inquiry from GW-CIBER's three previous grant cycles, introduces new initiatives to address current and upcoming issues, and creates synergies for cost effectiveness.

➤ Showcasing and Leveraging GW Expertise to Contribute to the Field of IB

GW is well positioned to contribute to research, teaching, and outreach to business and policy communities by leveraging its faculty expertise, internal and external relationships, and location in the heart of DC. GW-CIBER's main faculty contributors are members of the IB department, but many faculty experts from across GW (e.g., economics, political science, international affairs, public policy) provide their unique perspectives. We have appointed Focal Area and Special Initiatives Faculty Coordinators to help us guide GW-CIBER's inquiry under the proposed thematic approach. And we are also fortunate to be able to draw on the expertise of many more faculty members from a broader set of disciplines working in areas related to GW-CIBER's theme. This multidisciplinary approach will encourage expansion of scholarship and teaching both inside and outside of business schools.

The research, teaching, and outreach agenda will be carried out using an RFP mechanism (initiatives 2a, 4a, and 6f), which allows faculty and PhD students from across GW (and Howard) to propose projects in line with our mandate, theme, and focal areas. This way,

participants not already identified will have the opportunity to make contributions in the area, by working on timely topics. This mechanism allows for sustained activity development in the field and substantial build-out of the focal areas. The RFP mechanism will draw proposals from many departments (Exhibit 4.6 for departmental affiliations of likely RFP recipients).

To complement our multidisciplinary approach, we have established relationships with other GW Centers and Institutes (Exhibit 3.4), with selected multilaterals, NGOs, and think tanks (Exhibit 3.5b), trade organizations (Exhibit 3.14), and other CIBERs (Exhibit 3.6). These institutions participate in GW-CIBER programming as speakers, event hosts, program collaborators.

➤ **Contributing to Ongoing Lines of Inquiry and Activity**

GW-CIBER programs are continued based on their previous success, and the launch of new programs is carefully tied to the foundations in place. For example, the SDI, launched in 2008, is achieving its objective of enhancing PhD student understanding, scholarship, and teaching related to the Center's theme. Continuous program improvement is based on evaluation by participants (both students and mentors). During the next grant cycle, we will provide more opportunities for the students to receive expert feedback on their projects.

We have also received positive participant feedback on our BL programming throughout the years, particularly about our thematic and language immersion faculty development workshops. These will be continued in the next grant cycle with inclusion of new topics such as cross-cultural management and foreign market entry modes. A new initiative in this area will be the opportunity for BL teachers to participate in overseas FDIBs specific to their teaching area, by focusing on cultural issues with the potential for integrating in BL classes. Also, GW-CIBER has had success with creating a Case Clearinghouse featuring short business cases developed by GW

language instructors and meant for use in language classrooms. In the next cycle, we will enhance the Clearinghouse by launching an annual RFP from instructors within GW-CIBER's BL Network to write new cases. Finally, GW-CIBER will revive the discontinued peer-reviewed *Global Business Languages* journal (the only US journal that focuses exclusively on BL studies) by moving it to GW from its former host institution.

Based on successful prior experience in leading overseas FDIB programs to some regions in Africa, we will expand this offering to several other destinations where the programs will focus on specific economic and business aspects (Activity 5a).

Our curricular and co-curricular programming will be enhanced with several initiatives targeting groups, such as part-time and online CC students and students and our IB Regional Consortium partner schools. These initiatives include new course offerings, invited speakers, and career development activities (workshops, Career Treks, mentoring). They will be complemented with new experiential-learning opportunities such as work on client projects, internships, training in consulting and virtual teaming, and partnering with the Engineering school in an effort to engage the STEM students in joint projects with the business students.

GW-CIBER is furthering its goal of helping businesses internationalize by launching a training program for technology/innovation startups. In partnership with the GW Office of Innovation and Entrepreneurship (and its NSF-funded I-Corps program) and the GW Innovation Center at SEAS, we will develop and offer training opportunities for high-growth technology ventures that are interested in exploring international markets.

GW-CIBER's research agenda linking to the theme and focal areas, will continue to rely on careful selection of projects across a range of disciplines, with the goal of developing inquiry into inclusive globalization as it connects to institutions and US competitiveness.

CRITERION (d): QUALITY OF THE MANAGEMENT PLAN

GW-CIBER's management plan was carefully designed, with the goal of fulfilling the proposed initiatives in a timely manner and within budget. Towards that end, we have identified the appropriate organizational and reporting structure, the internal operating procedures, and the timelines that need to be considered.

➤ Organizational Structure and Responsibilities

The GW-CIBER Faculty Director will dedicate 50% effort to managing the Center's operations. GW-CIBER will report or be accountable to four important parties: the GW Office of the Vice President for Research (OVPR), the GW-CIBER Advisory Council, the GWSB Vice Dean of Faculty and Research, and the CIBER Program Officer at the Department of Education (see the GW-CIBER Organization Chart in Exhibit 5.1).

The Director will be advised by the FCB and assisted by GW-CIBER and GWSB staff. The flow of work (Exhibit 5.2) will begin with the proposal of a project or activity, followed by development of a plan to execute the project, its implementation, and finally its evaluation and revision. The revised project is then offered again. The organizational structure is described below, and background on the personnel is provided in the Quality of Project Personnel section. The FCB consists of eleven faculty members who will oversee the focal area programming and several special initiatives (such as BL, RFP, curriculum & co-curricular activities, and overseas FDIBs). Two faculty from different departments will lead each focal area, thus ensuring a multi-disciplinary programming approach. Some coordinators whose expertise spans two focal areas will lead both. The faculty coordinators are tasked with building out their focal areas by organizing or supporting regular events throughout the grant period. FCB members will also be actively involved in other core GW-CIBER activities. For example, coordinators from the IB

department will take part in designing aspects of the SDI and collaborative activities with partners such as Howard, WVU, and Richmond. GW-CIBER's management plan (Exhibit 5.4) provides detailed information on the initiatives led by specific faculty coordinators.

GW-CIBER's Director and FCB members will be supported by the Center's administrative staff. An Administrative Director (AD) will oversee the day-to-day administration and budget of GW-CIBER and will help integrate program areas. A Program Manager will plan and organize proposed activities, including marketing, logistics, and implementation. GW student assistants will provide support in areas such as graphic design and marketing, social media, communications, and conference/meeting logistics, and similar support activities. One student assistant will be devoted to planning and implementing the new undergraduate student initiatives outlined in this proposal.

GW and GWSB service partners will support GW-CIBER's activities (see Exhibit 5.3). For instance, GWSB's Office of Special Events and GW's Marvin Center serves as a key resource for conference and workshop organization. The GWSB Office of Global and Experiential Education is a partner in administering the CAP's and short-term study-abroad programs.

➤ **Timelines and Accountability**

A rigorous GW-CIBER management plan is in place, identifying project leads, relevant partners, and the each activity's timing (Exhibit 5.4). GW-CIBER has also designed oversight and reporting systems to ensure that activities are on time and within budget. Conferences, workshops, and FDIBs require up to a year of advance planning to ensure successful implementation. The Director will hold regular meetings with faculty coordinators and GW-CIBER staff responsible for implementing activities to monitor progress and quality standards for each activity. All budgeting will be closely administered by the GW-CIBER AD, and full

reporting on all financial matters will occur directly through the GW accounting systems. GW OVPR will oversee grant activities and funds by designating a Sponsored Projects Manager.

➤ **Internal Operating Procedures and Controls**

This management plan has a built-in mechanism for new and creative ideas to come to fruition, while preserving program quality, integration, and continuity. A large part of GW-CIBER's research, teaching, and outreach activities will be identified through the RFP competition. Each submitted RFP will be read by the RFP Coordinator and at least four other FCB members. The reviewers will focus on several factors, including: a) the proposed activity's link to GW-CIBER's theme, focal areas, and objective of advancing US competitiveness; b) the activity's academic rigor and probability of success based on established metrics; and c) the activity's ability to contribute to an integrated program that advances teaching, business training, and scholarship in a combined fashion. In an extended meeting, the full FCB will discuss each proposal and select the highest quality projects. Materials developed in the RFP projects—both teaching and research—will be peer-reviewed and classroom-tested for appropriate content and learning objectives, before acceptance into the Center's portfolio of resources. Funded recipients will have deadlines to submit deliverables, and continued eligibility for GW-CIBER resources will depend on successful, timely, and high-quality completion of projects.

In longer-term academic programs, such as SDI, in-depth selection and matching procedures will ensure that admitted students will benefit from the experience. The admissions process will consist of three steps: (i) an initial screening based on academic qualifications and fit with program theme; (ii) an intense screening by faculty to ensure that the prospective mentor's research focus is an appropriate fit with the student's needs and interests; and (iii) an assessment of the project proposal, which is submitted by the final student/faculty team. Finally, curriculum

materials will be coordinated with the appropriate Chairs and School Deans, to ensure that GW-CIBER efforts will complement ongoing initiatives and provide coverage for the target audience.

CRITERION (e): QUALITY OF PROJECT PERSONNEL

➤ Qualifications of the Project's Faculty Director

Anna Helm is Assistant Teaching Professor of International Business at the George Washington University (GW) as well as the Faculty Director of GW's Center for International Business Education & Research (GW-CIBER). She teaches courses on international marketing management, green business, the cultural environment of international business, and foreign market analysis. She has developed and taught several online courses and regularly offers courses with real client projects. Since 2010, she has taught international consulting courses in Sweden focusing on marketing strategy in both the CleanTech and Healthcare industry. Originally from Sweden, Dr. Helm holds a MSc in International Business and Economics with German from Lunds Universitet, Sweden, as well as an MA in Germanic Studies from the University of Maryland. She received her PhD from Georgetown University in 2002. Prior to joining GW's School of Business (GWSB) she was the Director of the Business, Culture and Languages Program at the University of Maryland, College Park (1998-2005). Professor Helm is pursuing research on cross-cultural differences in consumer perceptions of green products, sustainability innovation, and CleanTech marketing strategy. She is the Principal Investigator for a Teagle Foundation Grant titled "An Internationalized Liberal Arts Curriculum for Undergraduate Students," with the University of Miami and Washington & Lee University, the goal of which is to deeply integrate liberal arts into the undergraduate business curriculum at GWSB and its partner institutions. (see Exhibit 6 for biographical information on personnel and other selected faculty, administrators, Advisory Council members, and partners.)

➤ **Qualifications of GW-CIBER Staff**

The Director will be supported by GW-CIBER's two experienced full-time staff members and a part-time undergraduate activities coordinator, as well as by affiliated GW partner offices, service centers, and student assistants. The two staff members have been with the Center for several years and offer expertise in IB program management and the IB field. Alexis Gaul, the Administrative Director, is a graduate (MA in International Development) of the GW ESIA. Her long-term ties with the University have equipped her with detailed knowledge of its policies and procedures, facilitating her work managing GW-CIBER's operations and budget and disseminating program outputs. Her background in international development contributes to the content development in GW-CIBER's programs. Nevena Yakova, the Program Manager, has a Master's degree in Economics and a PhD in International Business. She has experience working with faculty, students, and staff to implement a range of programmatic activities. David Ruda, the Undergraduate Activities Coordinator, is currently a GW PhD student in Counselor Education, and until recently he served as an Assistant Director of GWSB Undergraduate Programs. In this role, he managed the co-curricular experience of GWSB undergraduates, such as career development, case study competitions, and lectures.

➤ **Qualifications of the Faculty Coordinating Board (FCB)**

The members of the FCB have excellent research and teaching track records, as well as experience in developing, launching, and managing academic programs, research and policy centers, and other large-scale initiatives. They also bring a wealth of internal and external relationships through their work that GW-CIBER can draw upon for its programs (Qualifications of the eight Focal Area Coordinators are described at the beginning of this proposal in Criterion 1, so are not described further here.)

BL programming coordinator Margaret Gonglewski (German) is co-author of one of the top introductory-level German textbooks. She will guide the work of talented faculty in several targeted languages: Professors Esseesy in Arabic, Zhang in Chinese, Hamano in Japanese, Pak in Korean, and Robin in Russian.

The interdisciplinary GW-CIBER RFP competition for teaching, research, and outreach projects (initiatives 2a, 4a, and 6f) will be led by Noel Maurer, Associate Professor of IB and International Affairs who has an established research record and areas of expertise related to energy, political economy, economic history, political instability, and Latin America. Further, GW-CIBER also enlists the support of its Advisory Council and other key GW faculty members and service partners, ensuring that our initiatives draw on the expertise of people with various backgrounds and worldviews.

➤ **Representation by Underrepresented Groups**

GW is an EEO/AA employer committed to maintaining a non-discriminatory, diverse work environment and does not unlawfully discriminate on the basis of race, color, religion, sex, national origin, age, disability, veteran status, sexual orientation, gender identity or expression, or on any other basis prohibited by applicable law in any of its programs or activities. The Vice Provost for Diversity and Inclusion administers a clear policy on equal opportunity. In accordance with the General Education Provisions Act (GEPA), and consistent with the Assurance that accommodates this proposal, GW-CIBER will seek to identify and eliminate any existing or potential barriers to full access, fair treatment, and participation in all programming for people of all genders, races, national origins, colors, disabilities, or ages. A very diverse GW faculty and student population ensures a robust and deep pool of talent that we will draw upon and serve across our programs.

CRITERION (f): ADEQUACY OF RESOURCES

➤ Budgeted Costs

GW-CIBER's proposed budget is presented in Exhibit 7. The budgeted items in this proposal are based on recent experience and have been determined in coordination with GW OVPR, which guides and administers sponsored projects. The budget items are consistent with the costs in, and are appropriate for, the DC area. Working with GW-CIBER's Director/PI and its staff, OVPR will ensure compliance throughout the grant cycle. Additionally, several proposed activities will feature registration fees, bringing in moderate additional income. To be conservative, the enclosed budget does not include fee income.

➤ GW Organizational Support

GW has demonstrated enthusiastic support for GW-CIBER's efforts by providing abundant cost-share, along with equipment, supplies, and services for GW-CIBER's smooth operation and growth. GW-CIBER is housed in GWSB, in a space specifically dedicated to centers and institutes, on the same floor as the IB Department. GW-CIBER's dedicated space includes private offices for the Faculty Director, AD, and Program Manager and an adjacent large room with several workstations for the student assistants.

Direct access is provided to all GWSB and GW service units, such as the Office of Information Technology, Office of Special Events Planning, GWSB Office of Communications, GW Procurement and Travel office, GW libraries, and the Media and Recording Studio, among others. The GW-CIBER staff receives periodic guidance and training in financial management and compliance, personnel management, and program administration.

➤ Cost-Effectiveness of Programming and Operations

GW-CIBER uses several mechanisms to efficiently use financial resources, which include:

(a) Creating and exploiting program synergies (Exhibit 4.4) by using the outputs from one initiative as inputs for another. Some examples include: (i) using relationships established with companies through experiential-learning initiatives to secure student internships; (ii) supporting faculty to participate in overseas FDIBs and inviting them to speak at an event about that country/region; (iii) funding a BL faculty member to implement consulting project in their class and having them lead a faculty development workshop on this experience.

(b) Partnering with other CIBERs to serve as a national resource (Exhibit 3.6) by offering joint initiatives, such as overseas FDIBs in East Africa (with USC), interdisciplinary research conferences, and innovation workshops.

(c) Collaborating with internal and external centers and organizations (Exhibits 3.4, 3.5b, 3.5c) to avoid duplicate efforts and audience competition and to leverage a wider network of contacts.

(d) Disseminating GW-CIBERs research, teaching, and outreach resources via low-cost but effective digital channels, such as the Video Library featured on GW-CIBER's website that showcases recorded invited-speaker talks, panel discussions, professional development lectures, and career development presentations. These videos can be used in classes.

(e) Employing highly skilled student workers instead of professional contractors for graphic design and marketing tasks. GW offers a large pool of talented students who are eager to put their knowledge into practice and work on real projects.

CRITERION (g): QUALITY OF THE PROJECT EVALUATION

GW-CIBER has engaged an independent evaluator, Dr. Kathryn Newcomer, to lead evaluation activities during the grant period. Newcomer will facilitate continuous formative evaluation throughout the four-year grant and provide capacity-building, coaching, and technical assistance to staff as they collect and interpret data and complete grant-reporting requirements. In

the last year, she will conduct a final, independent, summative evaluation of the overall project. Newcomer is Director of GW's Trachtenberg School of Public Policy and Public Administration, where she teaches public and nonprofit, program evaluation, research design, and applied statistics. She is an elected member of the Board of Directors of the American Evaluation Association (AEA) and was elected its president for 2017. She is a nationally recognized expert in program evaluation and routinely conducts research and training for federal and local government agencies and NGOs on performance measurement and program evaluation, including an external evaluation for American University's Graduate School of Education Lab2Class teacher training program, funded through an NSF grant. She has published five books and was the lead editor of the 4th edition of *The Handbook of Practical Program Evaluation* (2015) which is a leading textbook on evaluation.

➤ **Evaluation Plan**

In consultation with GW-CIBER and in accordance with the evaluation advice from the Department of Education (ED), Newcomer created an independent evaluation plan for the grant project, and she will work with GW-CIBER staff throughout the grant period to implement it (see Exhibit 8.1 for the evaluation framework). The plan adapts the performance measurement forms (PMFs) ED provides to GW-CIBER's seven objectives, listed previously in this proposal. They encompass the full range of proposed grant activities (see Exhibit 9 for complete PMFs). The PMFs display quantitative and qualitative performance measures for each objective, along with preliminary indicators and data sources to be tracked over the course of the four-year grant period and compared with annual targets. In selecting PMF performance measures, we addressed both the quantity and quality of our efforts (e.g., we are interested in both the growth of program offerings and participation and in quality measures—survey participant satisfaction, intent to

apply new information). Several measures tied to individual projects are constructed to match the GPRA measures ED selected to evaluate the CIBE program, thus contributing to the overall outcomes established under GPRA.

In addition to these outputs and short-term outcomes, the evaluation will also include an assessment of longer-term outcomes via tailored data-collection instruments developed by the evaluator and implemented by GW-CIBER staff. The theory of change (ToC) model, full set of data-collection instruments, hypothesized relationships in activities, and questions for the summative evaluation are described in Exhibit 8 and were created by the evaluator in consultation with GW-CIBER.

The ToC (Exhibit 8.2) shows the hypothesized relationship between activities, short- and long-term outcomes, as well as contextual factors which may not fall under the program's purview. The full set of data collection instruments is summarized in Exhibit 8.3. A sample program survey is provided in Exhibit 8.4.

Program participants will be tracked at least eight years after graduation so that IFLE may administer its tracking survey to solicit information for the GPRA measures. These instruments will gather qualitative and quantitative data to assess longer-term outcomes such as career advancement (GPRA Measure 1) and cost per graduate employed in IB (GPRA Efficiency Measure). Other instruments will gather data to assess increases in local business performance and internationalization of HBCU curricula, thus tracking progress toward GW-CIBER's broad goals. (The questions establishing the framework for evaluation are listed in Exhibit 8.1)

➤ **Formative Evaluation**

The evaluator will provide coaching and technical assistance to GW-CIBER during the first quarter of the grant period to refine the preliminary indicators and data sources listed in the

PMFs, populate PMFs with baseline data and annual targets, identify staff members responsible for routine data collection, develop and refine data-collection tools, and embed data-management systems into GW-CIBER operations. The evaluator will then provide ongoing technical assistance as needed, especially during the first project year, to ensure that data are collected consistently and with maximum quality and accuracy.

At the end of each program year and prior to staff completion of annual grant reports, the evaluator will work with GW-CIBER leadership and staff to compile and interpret trends in the quantitative indicators, including a facilitated process of collective sense-making to identify implications of evaluation results for project implementation going forward. Special attention will be given to the extent to which GW-CIBER achieves its initial performance targets, contextual reasons and mediating factors influencing results, and suggested adjustments to targets for the next year of grant activities. Thus staff will use evaluation for ongoing learning and course correction, allowing us to enhance its impact over time and document lessons learned for sharing internally and with external stakeholders, including ED.

➤ **Summative and External Evaluation**

During Year 4 of the grant, the evaluator will conduct an independent summative evaluation of grant implementation and outcomes. This final evaluation will analyze trends in performance measures against projected targets throughout the grant period and will include additional external data-collection activities such as surveys and interviews with project partners and other stakeholders. The evaluator will independently prepare a comprehensive summative evaluation report responding to the evaluation questions.

Annual evaluations and the final summative report will be presented to a three-member external evaluation team (TBA post award) to consist of CIBER experts, including former

directors, associate directors, and business outreach directors. The evaluations will also be presented annually to the GW-CIBER Advisory Council, which will provide further evaluative feedback and guidance for any proposed modifications in the management plan. The use of external evaluators and the diverse representation on our Advisory Council will ensure that the GW-CIBER's activities serve the needs of our various stakeholders.

COMPETITIVE PREFERENCE PRIORITY 1: BUSINESS COLLABORATION

GW-CIBER's **Objective 3** from this proposal is designed to meet this priority by collaborating with businesses and professional associations to expand employment opportunities for IB students through internships and experiential learning. GW-CIBER proposes a set of innovative initiatives, such as the new client consulting course that combines business and engineering students in teams to work with US high-tech ventures on internationalization strategies, and the Nordic Innovation initiative within which GWSB students will be embedded with start-ups at KTH in Stockholm. In addition, we will partner with professional associations that work with businesses to develop a vibrant internship program, such as the VA/DC DEC and the WIIT. Another core activity is the IB Internship Program with GW Alumni Associations abroad to offer IB internships. The CAP and the new set of consulting-abroad programs offered to the professional and online MBA students provide structured experiential learning by partnering with companies that serve as clients for projects. Partnerships for the consulting club offer co-curricular experiences. These ideas are further leveraged in BL programming, **Objective 7**, as experiential learning in the form of real-client projects that will be integrated into BL courses. Additionally, through the "Study Abroad @ Home" initiative, we will identify internships in DC with a language component. Other partnerships, such as on the Executive-in-Residence program with the GWSB Career Center, will offer guidance in career development.

COMPETITIVE PREFERENCE PRIORITY 2: CC / MSI COLLABORATION

This proposal addresses Priority 2 by integrating activities into the seven objectives. Specifically, **Objective 5** contains activities designed to meet this priority by strengthening the partnership with Howard University, DC's largest HBCU. GW-CIBER and Howard will work collaboratively on revamping the Howard's IB program, and offer a variety of faculty development programming and student IB training (see 5d). GW-CIBER will also deliver a session at the HBCU's Business Deans roundtable on best practices for globalizing business curricula. Under **Objective 7**, BL programming is available to Howard through the GW-CIBER BL Network. All these activities are designed to incorporate international, intercultural, and global dimensions into Howard's business curriculum. To further enhance our collaboration with CCs we are embarking on a new initiative in WV and Southwest VA where we will establish two node schools that will help us penetrate those regions further with the intention to contribute IB expertise and resources to these underserved communities. The impressive variety of activities and the commitment of resources demonstrate that our collaboration with MSIs and CCs is significant and provides the foundation for sustained long-term collaboration.

Other Attachment File(s)

* **Mandatory Other Attachment Filename:**

[Add Mandatory Other Attachment](#)

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To add more "Other Attachment" attachments, please use the attachment buttons below.

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EXHIBIT 1.1a GW-CIBER ADVISORY COUNCIL

(*Full bios can be found in Exhibit 6)

Member	Title and Affiliation
Shmuel Ben-Gad	GW Gelman Library System <i>Business Specialist</i>
Wade Channell	US Agency for International Development (USAID) <i>Senior Economic Growth Advisor for Gender</i>
James Chung*	GW Office of Innovation & Entrepreneurship <i>Associate Vice President</i>
Bernard Demczuk	GW Office of Government, International, and Community Relations <i>Assistant Vice President for District of Columbia Relations</i>
Mihir Desai	Dexis Consulting <i>President</i>
Karl Ehlers*	Office of the U.S. Trade Representative <i>Acting Assistant U.S. Trade Representative for Southeast Asia and the Pacific</i>
Chad Evans*	US Council on Competitiveness <i>Executive Vice President – Policy and Programs</i>
Bradley Farnsworth*	American Council on Education <i>Vice President, Center for Internationalization and Global Engagement</i>
Shoko Hamano*	GW Language Center / School of Arts & Sciences <i>Director / Professor of Japanese & International Affairs</i>
Barron Harvey	Howard University School of Business <i>Dean and Frank Ross/KPMG Endowed Professor</i>
Sonia Klein	Swansea University School of Management <i>Strategic Advisor</i>
Danny Leipziger*	GW School of Business; The World Bank <i>Professor of Practice of International Business; VP for Poverty Reduction (Retired)</i>
Robin Liebowitz	rkl3D LLC <i>Principal</i>
Taj Meah	Independent Information Technology and Services Professional; IBM, <i>Business Development Executive (Retired)</i>
Rex Pingle	PMD International <i>President and CEO</i>
Pradeep Rau	GW School of Business <i>Professor of Marketing</i>
John Saylor*	International Trade Group, Commonwealth Trading Partners, Inc. <i>Director</i>
Donna Scarboro	GW Office of International Programs <i>Associate Provost</i>
Margaret Singleton	DC Chamber of Commerce <i>Vice President, Contracts and Programs</i>
Jennifer Spencer*	GW School of Business <i>Professor of International Business & International Affairs</i>
Evelyn Suarez*	The Suarez Firm <i>Founder & CEO</i>
Christopher Vizas	SmartSenceCom, Inc. <i>Chairman & Founder</i>
Robert Weiner*	GW School of Business <i>Professor of International Business & International Affairs</i>
Karima Woods	DC Gov – Office of the Deputy Mayor for Planning & Economic Development <i>Director of Business Development & Strategy</i>
Gilbert Yancey	F. David Fowler Career Center, GWSB <i>Executive Director</i>

EXHIBIT 1.1b STATUTORY REQUIREMENTS FOR ADVISORY COUNCIL

Member	612(d)A GW Administrator	612(d)B GW Business School Faculty	612(d)C GW Languages / Area Studies Faculty	612(d)D GW Professional School Faculty	612(d)E Regional Business Representative	612(d)F DC Mayoral Appointment	612(d)G Other Representatives
Shmuel Ben-Gad	✓						✓
Wade Channell							✓
James Chung*	✓						
Bernard Demczuk	✓						
Mihir Desai					✓		
Karl Ehlers*							✓
Chad Evans*							✓
Bradley Farnsworth*							✓
Shoko Hamano*	✓		✓	✓			
Barron Harvey							✓
Sonia Klein							✓
Danny Leipziger*		✓		✓			✓
Robin Liebowitz					✓		
Taj Meah					✓		
Rex Pingle					✓		
Pradeep Rau		✓					
John Saylor*					✓		✓
Donna Scarboro	✓						
Margaret Singleton							✓
Jennifer Spencer*		✓		✓			
Evelyn Suarez*					✓		✓
Christopher Vizas					✓		
Robert Weiner*		✓					
Karima Woods						✓	
Gilbert Yancey	✓						✓

EXHIBIT 1.2 ADVISORY COUNCIL ESTABLISHMENT/PLANNING MEETINGS

The GW-CIBER Advisory Council was established in September 2004 with the mandate of investigating the feasibility of launching a national-caliber Center for International Business Education and Research in Washington, DC.

The support of the Advisory Council members was crucial to project formulation and success in the first three grant cycles, and members have again been instrumental in the formulation of the third proposal. In March and November 2017, the Advisory Council met to discuss program evaluation to date and to work on planning the theme and initiatives for the new proposal. GW-CIBER Director and staff subsequently met with individual Advisory Council members to discuss programming needs and opportunities for collaboration with various organizations.

Proposal Planning Meetings:

Full Advisory Council Meetings

- March 22, 2017
- November 15, 2017

Meetings with Individual Advisory Council Members

- May 2, 4, 8, 9, 10, 30, 2018
- March 29, 2018
- February 26, 2018
- December 5, 2017
- November 30, 2017

The GW-CIBER Advisory Council will meet annually according to the following schedule, and at other times as needed, for guidance and planning purposes (precise dates to be determined to accommodate schedules):

▪ October 2018:	Project IV Implementation Meeting
▪ October 2019:	Project Year I Evaluation Meeting / Planning for Year II
▪ October 2020:	Project Year II Evaluation Meeting / Planning for Year III
▪ October 2021:	Project Year III Evaluation Meeting / Planning for Year IV
▪ October 2022:	Project Year IV Evaluation Meeting / Planning for Renewal

CIBE Assurance Form


INSTRUCTIONS: Applicants are required to provide the following assurance. This assurance form must be signed by the authorized representatives of the applicant. Upload this form as item #2 in the Other Narrative Attachment Form section of the e-application.

The applicant hereby assures and certifies that:

1. In addition to conducting the extensive planning activities required under the eligibility section of the statute, the Center Advisory Council shall meet not less than once a year after the establishment of the Center to assess and advise on the programs and activities conducted by the Center;
2. There shall be ongoing collaboration in the establishment and operation of the Center by faculty of the business, management, foreign language, international studies and other professional schools or departments, as appropriate;
3. The education and training programs of the Center will be open to students concentrating in each of these respective areas, as appropriate, and that diverse perspectives will be made available to students in these programs.
4. The applicant will use the assistance provided under this program to supplement and not to supplant activities already being conducted by the applicant.

Sylvia Ezekilova Associate Director, Office of Sponsored Projects

Name and Title of Authorized Representative



Signature

6/13/18

Date

EXHIBIT 2 LETTERS OF SUPPORT

**THE GEORGE
WASHINGTON
UNIVERSITY**
WASHINGTON, DC

Office of the Provost

June 5, 2018

Dr. Timothy Duvall
Program Officer, IFLE
U.S. Department of Education
400 Maryland Ave, SW, Room 3E215
Washington, DC 20202

Dear Dr. Duvall,

I am pleased to submit this letter in support of GW-CIBER's proposal for funding for the 2018-2022 grant cycle. Since its establishment in 2006, GW-CIBER has distinguished itself as one of the leading centers of excellence on our campus. It has been extraordinarily successful in developing curricular, co-curricular, and experiential initiatives for students, as well as professional development programs for faculty, and has offered numerous outreach activities to representatives of the academic, business, and policy communities – locally and nationally.

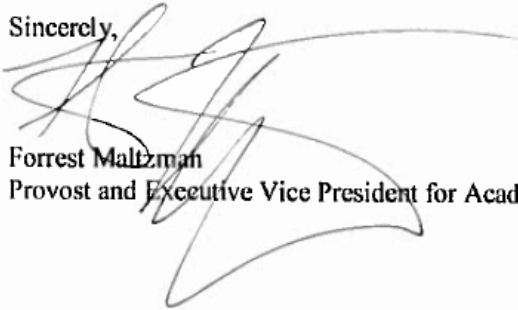
GW-CIBER is an asset to the whole University, since its initiatives span several fields, including international business, international development, economics, political science, sociology, public policy and administration, and foreign languages, to name a few. This allows GW-CIBER to engage in exciting cross-disciplinary projects, and is directly in line with GW's Strategic Plan, *Vision 2021*, which calls for innovation through collaboration among disciplines, global education, governance and policy, and leadership.

Allow me to highlight some of GW-CIBER's new proposed activities that stand out as innovative and forward-looking. First, I would like to point out to the Center's new proposed theme which focuses on inclusive globalization in relation to U.S. competitiveness. GW-CIBER capitalizes on its multi-year experience, location in the nation's capital, and faculty expertise to reach out to underserved colleges and universities in Virginia and West Virginia, as well as minority-serving institutions and community colleges. Further new programming includes (i) collaboration with the GW Office of Innovation and Entrepreneurship and the Innovation Center at the Engineering School on training initiatives related to internationalization strategies for technology start-ups; (ii) collaboration with DC-area trade organizations to offer students experiential-learning and career-mentoring opportunities; (iii) enhancing the online business curriculum with new electives; and (iv) engaging undergraduate students and student organizations in developing new extra-curricular activities that enhance their career opportunities and global mindset.

GW-CIBER will also continue several of their ongoing flagship programs, such as the Summer Doctoral Institute, the Request-for-Proposals competition for research, teaching, and outreach projects, and extensive program offerings in business languages.

The George Washington University is committed to providing the resources and leadership that are needed for GW-CIBER to continue promoting the understanding of international business and interdisciplinary collaboration on campus and beyond.

Sincerely,

A handwritten signature in dark ink, appearing to be 'Forrest Maltzman', written over a light blue horizontal line.

Forrest Maltzman
Provost and Executive Vice President for Academic Affairs

June 6, 2018

Dr. Timothy Duvall
Program Officer, IFLE
U.S. Department of Education
400 Maryland Ave, SW, Room 3E215
Washington, DC 20202

Dear Dr. Duvall,

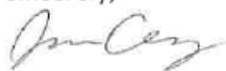
I am delighted to write in support of GW-CIBER's grant renewal application for the 2018-2022 funding cycle. As Associate Vice President for Research, Innovation and Entrepreneurship at GW, I am responsible for supporting faculty and students in their efforts to develop new business ideas that benefit the economy, particularly those that leverage faculty research conducted at GW. My office has worked with thousands of students, faculty, and alumni, and serves as a focal point for entrepreneurship at the University. GW is also a core university in one of the U.S. National Science Foundation's eight Innovation Corps (I-Corps) Nodes, which promote the Lean Startup Approach for building successful startups. GW has also been designated as an I-Corps Site, one of eighty-six Sites in the nation. I am most impressed with GW-CIBER's recent initiatives to include innovation and entrepreneurship related activities into their programming which they plan to expand in the coming years. My office is committed to provide the needed resources to help advance their mission.

As you will find in the attached grant renewal application, GW-CIBER has developed an exciting teaching, research, and business outreach agenda for the next four years. Among the proposed activities are three projects that are particularly noteworthy: (1) a new course on global Innovation and Entrepreneurship with a student consulting project component; (2) an executive development program to help high-tech ventures (including some of the teams that have completed the GW or National I-Corps training programs) expand their businesses overseas; and (3) an annual research workshop to promote faculty research into national innovation ecosystems and their impact on economic competitiveness. These three projects address critical needs in the innovation and entrepreneurship space that have both scholarly and practical significance.

My staff and I look forward to working with GW-CIBER in the next funding cycle to help implement their agenda to the fullest extent. They have been a valuable resource for the region and have the capacity to be a national center of excellence in international business with particular expertise in innovation and entrepreneurship.

I enthusiastically support GW-CIBER's grant renewal application and recommend it to you at the highest level.

Sincerely,



James Chung

Associate Vice President for Research, Innovation and Entrepreneurship



May 31, 2018

Dr. Timothy Duvall
Program Officer, IFLE
U.S. Department of Education
1990 K Street, NW, 6th Floor
Washington, DC 20006-8521

Dear Dr. Duvall:

The University of Richmond is interested in partnering with George Washington University and West Virginia University to create an IB Regional Consortium that will further enhance GW-CIBER's capability and impact as a national resource center for DC, Virginia, and West Virginia.

Proposed activities include:

- Consortium Annual Meetings with Executive Briefings. GW-CIBER will organize and host the meeting in Years 1 and 3 of the next funding cycle (2018-19) in DC. The other two partner schools will alternate in hosting the meeting in years 2 and 4, respectively. Faculty and administrative representatives from all three partner schools will participate. The meetings will include executive briefings by experts for the tri-area business community on international trade and investment opportunities in different world regions.
- IB Research Workshop for the Tri-area of DC, Virginia, and West Virginia. To provide a conducive environment for interdisciplinary learning and research, the Consortium will organize an annual one-day research workshop for faculty and Ph.D. students interested in IB to meet and exchange ideas. GW-CIBER will organize and host the workshop in Years 1 and 3 in DC. The other two partner schools will alternate in hosting the workshop in years 2 and 4, respectively. The research workshop will be open to all faculty and Ph.D. students in the tri-area.

Executive Vice President and Provost

University of Richmond
28 Westhampton Way
University of Richmond, VA 23173
(804) 289-8153 Fax: (804) 287-1296

provost.richmond.edu

Other activities may include:

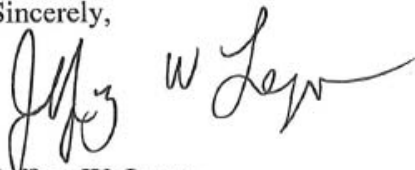
- Joint development of IB curriculum with experiential learning aspects (e.g. student consulting projects). These materials will be shared among the faculty at the three partner schools.
- Joint work on finding internships and work-study opportunities for students from the three partner schools.
- Joint development of business outreach programs on topics that combine faculty expertise from the three partner schools.
- Addressing other curriculum development, faculty training, and business outreach needs that may arise during the collaboration period.

We perceive the following benefits to the University to be:

- Opportunities for students from the three partner schools to interact with and learn from each other through joint activities and networking as mentioned above.
- Opportunities for faculty from the three partner schools to learn from each other and conduct joint work in teaching, research, and/or outreach to help advance the University's mission in new and unexpected ways.
- Opportunities to access the national CIBER network for information about best practices and other available resources that can help the University with its internationalization efforts.

In sum, we are supportive of this partnership initiative by George Washington University.

Sincerely,

A handwritten signature in black ink, appearing to read 'Jeff W Legro', written in a cursive style.

Jeffrey W. Legro
Executive Vice President and Provost



OFFICE OF THE PROVOST AND VICE PRESIDENT FOR ACADEMIC AFFAIRS

June 4, 2018

Anna Helm, Ph.D.
Director, Center for International Business Education and Research
International Business Office
Funger Hall
2201 G Street NW, Suite 403
Washington, DC 20052

Dear Dr. Helm,

Please accept this letter as a statement of West Virginia University's support for the proposed international business consortium between West Virginia University, George Washington University's Center for International Business Education and Research and the University of Richmond, as part of George Washington University's June 2018 CIBER funding application with the U.S. Department of Education.

West Virginia University supports the effort to seek collaborative opportunities between the three institutions identified above in the area of international business, with the goal of all members becoming stronger players in global markets and the field of international business.

We also support George Washington University's June 2018 CIBER funding application.


E. Gordon Gee, J.D., Ed.D., President, by


Joyce McConnell, J.D., L.L.M.
Provost and Vice President for Academic Affairs


Date


William I. Brustein, Ph.D.
Vice President for Global Strategies & International Affairs

June 1, 2018
Date


Javier A. Reyes, Ph.D.
Milan Puskar Dean, College of Business and Economics

June 4, 2018
Date

**Intent to Pursue
International Business Regional Consortium
West Virginia University College of Business & Economics
and George Washington University-CIBER**

WVU College of Business and Economics Goals and Objectives

To access the national CIBER network for information about best practices and other available resources that can help WVU with its internationalization efforts.

To further expand opportunities for students from WVU with consortia schools to interact with and learn from each other through joint activities and networking as mentioned below.

To engender opportunities for WVU faculty to learn from consortia schools and conduct joint work in teaching, research, and/or outreach to help advance WVU's mission.

Centers for International Business Education and Research (CIBER)

CIBERS were created by U.S. Congress to increase and promote international understanding and help U.S. businesses succeed in global markets. Currently, 17 universities are designated as CIBERs and serve as regional and national resources for businesses, students, educators, and academics. The national CIBER program is administered through the U.S. Department of Education, and links U.S. businesses with the expertise of U.S. universities in areas of international education, language training, and research.

George Washington University's CIBER Goal and Objectives (GW-CIBER)

To further expand student learning opportunities in international business (IB), international studies, and foreign languages; foster new and impactful interdisciplinary research in a broad range of fields related to IB; and promote collaborations among the academic, business, and policy communities both at home and abroad in areas that strengthen U.S. competitiveness.

The Proposed International IB Regional Consortium

To further enhance GW-CIBER's capability and impact as a national resource center for the tri-area of DC, Virginia, and West Virginia (both states currently not having a CIBER), GW-CIBER will partner with West Virginia University and University of Richmond to establish an IB Regional Consortium to increase support and expertise for program development and implementation. The main proposed activities to include:

- **Consortium Annual Meetings with Executive Briefings.** GW-CIBER will organize and host the meeting in Years 1 and 3 of the next funding cycle (2018-19) in DC. The other two partner schools will alternate in hosting the meeting in years 2 and 4, respectively. Specifically, The University of Richmond will host the meeting in year 2, and WVU in year 4. Faculty and administrative representatives from all three partner schools will participate. The meetings will include executive briefings by experts for the tri-area business community on international trade and investment opportunities in different world regions.
- **IB Research Workshop for the Tri-area of DC, Virginia, and West Virginia.** To provide a conducive environment for interdisciplinary learning and research, the Consortium will organize an annual one-day research workshop for faculty and Ph.D. students interested in IB to meet and exchange ideas. GW-CIBER will organize and host the workshop in Years 1 and 3 in DC. The University of Richmond will host the meeting in year 2, and WVU in year 4. The research workshop will be open to all faculty and Ph.D. students in the tri-area.
- **Joint development of IB curriculum with experiential learning aspects** (e.g. student consulting projects). These materials will be shared among the faculty at the three partner schools.

Additional activities may include:

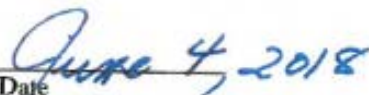
- Joint work on finding internships and work-study opportunities for students from the three partner schools.
- Joint development of business outreach programs on topics that combine faculty expertise from the three partner schools.
- Joint research/exec education on energy-related topics as related to recent changes in the coal industry in West Virginia.
- Addressing other curriculum development, faculty training, and business outreach needs that may arise during the collaboration period.

IN WITNESS WHEREOF, the Parties have hereunto set their hands and seals on the date first written above.
WEST VIRGINIA UNIVERSITY BOARD OF GOVERNORS
on behalf of WEST VIRGINIA UNIVERSITY,

E. Gordon Gee, J.D., Ed.D., President, by



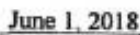
Joyce McConnell, J.D., L.L.M.
Provost




Date



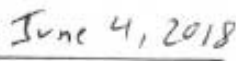
William I. Brustein, Ph.D.
Vice President for Global Strategies & International Affairs



Date



Javier A. Reyes, Ph.D.
Milan Puskar Dean, College of Business and Economics



Date



School of Business

Office of the Dean

June 11, 2018

Dr. Timothy Duvall
Program Officer
IFLE U.S. Department of Education
1990 K Street, NW, 6th Floor
Washington, DC 20006-8521

Dear Dr. Duvall,

On behalf of Howard University, I am pleased to continue to support the grant-renewal proposal of the GW Center for International Business Education and Research (GW-CIBER). In particular, we believe that Howard University School of Business Faculty & Students will benefit greatly from the significant collaborative activities being proposed.

Both Howard University and GW-CIBER have indicated our continued commitment to collaborate on experiential learning programs that are important to the School of Business. For example, in the last grant period GW-CIBER has funded our faculty members on several overseas Faculty Development in International Business programs (FDIB) trips. The new grant will build on this foundation but expand the opportunities to more faculty to develop study abroad courses at Howard University as a follow-up to participation in FDIB study tours.

The renewed grant includes an initiative for the GW CIBER to assist in the decision of Howard's International Business Curriculum process. In this process the GW CIBER will serve in an advisory capacity with our faculty and share their IB program and activities that may be replicated at Howard University. Also, GW-CIBER will continue its support of our Global Trilateral MBA certificate program which is designed to provide students with international consulting experiences. We host an annual conference with faculty and student contingents from African and China which will include a visit GW's campus. Faculty and staff from the GW-CIBER have consistently served as judges at the consulting team presentations during the last grant period and they plan to bring in an expert to conduct a workshop on international management consulting methodology.

Among important items GW-CIBER is proposing as part of Howard's participation includes:

- Offering a Request for Proposals (RFP) competition to faculty from Howard University seeking to undertake research, teaching, or outreach projects in related to the GW-CIBER.
- Hosting workshops on best practices for delivering experiential-learning programs.
- Presenting at the Annual National Historically Black Colleges and Universities Business Deans Roundtable on issues related to globalizing business curricula.
- Organizing workshops for students on topics related to international careers.
- Leveraging its database and contacts to secure presenters and panel discussants for Howard events.
- Inviting Howard faculty to participate in workshops, conferences, academic talks, and policy discussions hosted or co-sponsored by GW-CIBER and promoting interaction with GW-hosted program fellows from overseas.

We believe these activities, and many others, will have a high impact because it engages a considerable number of people and institutions, and provides a foundation for a sustained long-term partnership after the grant period. We look forward to working with GW-CIBER in the next four years and anticipate a productive collaboration.

Sincerely,

A handwritten signature in dark ink, appearing to read "Barron H. Harvey", is written over a dashed horizontal line.

Barron H. Harvey, Ph.D., CPA
Dean



VICE PRESIDENT OF ACADEMIC AND STUDENT SERVICES

June 7, 2018

Dr. Timothy Duvall
Program Officer, IFLE
U.S. Department of Education
400 Maryland Ave, SW, Room 3E215
Washington, DC 20202

Dear Dr. Duvall:

I am writing to express my support for the GW-CIBER International Education grant proposal aimed at collaborating with community colleges in our area. Southwest Virginia Community College is excited to strengthen its partnership with GW-CIBER, and we believe that professional development opportunities in international business would greatly benefit our faculty, staff, and students. The grant would provide a remarkable opportunity for funding faculty and program development in the international business area, including faculty development workshops, study-abroad opportunities for students, faculty, and professor-in-residence for short-term visits. As the economy becomes more internationally-focused, it is more important than ever that our faculty and students think globally by understanding the importance of international trade to the Appalachian region and be prepared for global competitiveness, and this initiative fits into our goals of increasing the amount of opportunities for international education for our students.

The mission of SWCC is to support the educational development of our communities and to support workforce development, and we believe that this grant furthers those goals by expanding global awareness of international markets. We have valued our partnerships with GW-CIBER in the past, and we appreciate the opportunity to sustain those relationships into the future.

Sincerely,

Robert Brandon, Ph.D.
Vice President of Academic and Student Services
Southwest Virginia Community College



June 7, 2018

Dr. Timothy Duvall
Program Officer, IFLE
U.S. Department of Education
400 Maryland Ave, SW, Room 3E215
Washington, DC 20202

Dear Dr. Duvall,

I am writing in support of the grant-renewal proposal of the George Washington University CIBER (GW-CIBER).

The Virginia/DC DEC is a volunteer organization drawn from Virginia and Washington, D.C. businesses, governmental agencies and non-profits. The members have in-depth knowledge and experience in international business and are available as a unique source of professional advice to help other local area firms compete and win business in the international marketplace.

The District Export Councils support the export expansion activities of the U.S. Department of Commerce and serve as a critical link between Commerce and the business community. Our association with GW-CIBER will allow us to expand the educational and outreach components of our organization through faculty expert speakers from GW, joint workshops and conferences, and student involvement on experiential-learning projects and internships. In particular, we will develop an export training programming for GW students that will include in-class training and field trips.

The cooperation between our DEC and GW-CIBER is mutually beneficial, allowing us to work together to improve our nation's ability to compete globally. As you know, American firms are seeking talented people who understand foreign markets, speak foreign languages, and are prepared to meet the many complex challenges of doing business with other countries and cultures. GW-CIBER is equipped to not only provide this training for our organization's members, but also to nurture highly-skilled students who will become the workforce of our member companies.

We have been partnering with GW-CIBER for the past four years, and are excited to continue and enhance the joint work in the next grant cycle.

Sincerely,

Scott Blacklin
Chairman, Virginia/Washington, DC District Export Council
7101 Ivakota Road - Clifton, Virginia 20124



June 5, 2018

Dr. Timothy Duvall
Program Officer, IFLE
U.S. Department of Education
400 Maryland Ave., SW, Room 3E215
Washington, D.C. 20202

Dear Dr. Duvall:

I am writing this letter on behalf of the Association of Women in International Trade (WIIT) in support of the proposal made by the George Washington Center for International Business Education and Research (GWU CIBER) for renewal of the grant from the U.S. Department of Education. WIIT has worked closely with GWU CIBER on educational programs for the general public and networking amongst professionals and students in the field of international trade.

WIIT was founded in 1987 by a small group of women involved in international trade, who felt constrained by a "glass ceiling." The concept was to try to help women professionally by education and networking. Almost simultaneously but mostly independently, groups of women formed similar organizations in Los Angeles, New York, Orange County California, Chicago, Northern California and Chicago. In 1989, the Organization of Women of International Trade (OWIT) was formed to establish a global network of chapters, which now includes local chapters situated across North and South America, Europe and Africa. WIIT is a chapter of OWIT.

Today, the DC Chapter WIIT focuses on its dual-purpose mission to promote the professional advancement of women in international trade and business and to raise public awareness of the importance of international trade to economic development. WIIT does this through: professional development opportunities; educational offerings; and social activities for professional networking.

WIIT and GWU CIBER are engaged in discussions regarding collaborative activities during the four years of the grant cycle. Some examples include:

- Joint educational programs on international trade topics.
- Involvement of GWU faculty as experts in WIIT Trade Talks and special programs as was done March 6, 2018 in the "Trade & Jobs" program at the Rayburn Building. This program was recorded and is on YouTube.
- Involvement of WIIT members at GWU CIBER's annual Women in Global Careers Roundtable
- Involvement of WIIT members in GWU CIBER support Program "Executives-in-Residence"

We are enthusiastic about our continued partnership with GWU CIBER and are eager to work together further during the grant. The synergies between the two organizations provide an effective mechanism for the advancement of women and education on international trade.

Should you have any questions, please do not hesitate to contact me.

Sincerely,

Lisa Schroeter, President of Women in International Trade (WITT)

The Association of Women in International Trade (WIIT) is a professional association of members who share an interest and expertise in international trade. Our members are engaged in a variety of international trade careers, including business, U.S. and foreign government, and non-profit organizations. WIIT is the largest chapter of the [Organization of Women in International Trade](#).

EXHIBIT 3.1 GW-CIBER'S INITIATIVES RELATIVE TO GW'S *VISION 2021* STRATEGIC PLAN

In May 2013, the GW Board of Trustees unanimously approved a new strategic plan for the university which provides a framework for transformational progress over the next decade.

Vision 2021 centers on four themes: innovation through cross-disciplinary collaboration, globalization, governance and policy, and citizenship and leadership. Actions and initiatives in the plan link to one or more of these themes. GW-CIBER's proposed

programming is directly in line with GW's strategic plan. Below is a sample of Vision 2021 objectives and actions, mapped against GW-CIBER's initiatives.



RESEARCH GOALS

- Promote cross-disciplinary research that brings together faculty and students from multiple disciplines to address complex questions and problems.
 - 1b. Annual IB Research Conference
 - 4a. Research Projects RFP
 - 4b. GLOB-S Lab
 - 4c. Interdisciplinary Res. Conference
 - 4d. Integrating Business Curricula Workshop
 - 4e. Innovation Workshops
 - 4f. DMV-area IB Research Network
 - 4g. Summer Doctoral Institute
 - 5b. Migration Matters Workshop
- Encourage applied, translational, and policy research and scholarship that provide perspectives on and solutions to significant societal problems.
 - 4a. Research Projects RFP
 - 4b. GLOB-S Lab
 - 4e. Innovation Workshops
 - 5b. Migration Matters Workshop
 - 6d. Inclusive Globalization Symposium Series
 - 6e. G2@GW Conference

EDUCATIONAL GOALS

- Create a more unified and intellectually coherent undergraduate education experience that fosters a range of core competencies, including creativity, critical thinking, quantitative reasoning, an appreciation, an appreciation for diverse cultural perspectives, and the strong communication skills necessary to translate learning into effective action. (e.g. *Create minors that address issues that cut across traditional disciplines and schools; encourage the development of courses and academic programs that appeal to students broadly*)
 - 2a. Curriculum Development RFP
 - 2b. Undergraduate IB Minor
 - 2e. Global BBA Enhancement
 - 2f(i). UG Student Advisory Board
 - 2f(ii). IB Case Competition
 - 3d. Managing Virtual Teams Course

- Inculcate leadership ability and reflective practice by creating undergraduate experiences that clearly integrate what students are doing learning in the classroom with their co-curricular activities, internships, jobs and service-learning opportunities (e.g. *Increase number of undergraduates involved in research, particularly with a faculty member; enhance our students' internship experiences to clearly link them to relevant portions of the academic curriculum*)

- 2f(iii). Global Mindset Workshop
- 3b. IB Internship Program w/ Alumni
- 3g. IB Community of Practice (CoP)
- 3h. IB Career Treks
- 3i. Women in IB Careers Initiative
- 3j. Executive-in-Residence Program
- 4b. GLOB-S Lab
- 7b. BL Study Abroad @ Home

- Design graduate and undergraduate academic programs and student experiences that provide a global education and promote the development of intercultural competence. (e.g. *Develop study-abroad programs; increase course offerings and secure support for faculty in the history, culture, literature, and language of selected geographic areas*).

- 2b. Undergraduate IB Minor
- 2c. Online MBA IB Courses
- 2e. Global BBA Enhancement
- 2f(iii). Global Mindset Workshop
- 3a. Student Export Training – w/ DEC
- 3c. Joint Consulting Course w/ SEAS
- 3e. Consulting Abroad Program (CAP)
- 3f. CAP for non-GMBA Students
- 3g. IB Community of Practice (CoP)
- 7b. BL Study Abroad @ Home

SERVICE GOALS

- Develop mechanisms to disseminate the results of GW research beyond the boundaries of the academic community to aid in problem-solving and effect positive change in the world.

- 4a. Research Projects RFP
- 4b. GLOB-S Lab
- 4c. Interdisciplinary Res. Conference
- 4e. Innovation Workshops
- 4f. DMV-area IB Research Network
- 5b. Migration Matters Workshop
- 5f. CIBER Country Studies
- 6b(i). Nordic Innovation - Speakers
- 6b(ii). Nordic Innovation - PDIB
- 6c(ii). Annual Trade Forum
- 6d. Inclusive Globalization Symposium Series
- 6e. G2@GW Conference
- 6f. Outreach Projects RFP
- 6g. GW-CIBER IB Video Library

- Make GW a leader in shaping the national dialogue in areas of our academic strength (e.g. Post lectures and symposia online).

- 4a. Research Projects RFP
- 4b. GLOB-S Lab
- 4c. Interdisciplinary Res. Conference
- 4e. Innovation Workshops
- 4f. DMV-area IB Research Network
- 5b. Migration Matters Workshop
- 5f. CIBER Country Studies
- 6b(i). Nordic Innovation - Speakers
- 6b(ii). Nordic Innovation - PDIB
- 6c(ii). Annual Trade Forum
- 6d. Inclusive Globalization Symposium Series
- 6e. G2@GW Conference
- 6f. Outreach Projects RFP
- 6g. GW-CIBER IB Video Library
- 7g. CIBER Network BL Conference
- 7i. Global Business Languages Journal

- Expand GW's role as a model institutional citizen for the greater Washington, DC area. (e.g. Encourage faculty and students to engage in research and activities that contribute to the local community; Develop reciprocal partnerships with D.C. businesses, governmental agencies, schools, and nonprofit organizations)

- 1a. Annual Consortium Meetings
- 1b. Annual IB Research Conference
- 1c. Joint IB Course-Export Consulting
- 1d. Energy Boom ExecEd Initiative
- 3e. Consulting Abroad Program (CAP)
- 3f. CAP for non-GMBA Students
- 3g. IB Community of Practice (CoP)
- 3h. IB Career Treks
- 3i. Women in IB Careers Initiative
- 3j. Executive-in-Residence Program
- 4b. GLOB-S Lab
- 4c. Interdisciplinary Res. Conference
- 5a. Overseas FDIBs
- 5b. Migration Matters Workshop
- 5c. MSI/CC Consortia
- 5d(i) HUSB Program Revision Support
- 5d(ii). FDIB Support - HUSB Faculty
- 5d(iii). HUSB Student Engagement
- 5e(i). Prof. Dev. Program - CC Faculty
- 6a. I-Corps/Tech Startup Internationalization
- 6b(i). Nordic Innovation - Speakers
- 6b(ii). Nordic Innovation - PDIB
- 6c(i). VA/DC DEC Export University
- 6c(ii). Annual Trade Forum
- 6c(iii). CIBER-NADEC Initiative
- 6c(iv). NASBITE Sponsorship
- 6d. Inclusive Globalization Symposium Series
- 6e. G2@GW Conference

EXHIBIT 3.2a DEGREES OFFERED AT GW

BUSINESS SCHOOL

Bachelor of Accountancy (BAccy)
Bachelor of Business Administration (BBA)
Bachelor of Science in Finance (BS)
Master of Accountancy (MAccy)
Master of Business Administration (MBA)
Master of Science in Business Analytics
Master of Science in Finance (MSF)
Master of Science in Government Contracts
Master of Science in Info Systems Technology
Master of Science in Project Management (MSPM)
Master of Science in Sport Management
Master of Tourism Administration (MTA)
Master of Human Resource Management
Doctor of Philosophy (PhD)
MBA-MA in International Affairs
MBA-MSF Joint Degree (with Elliott School)
MBA-JD Joint Degree (with GW Law School)
Certificates, Online, and Executive Programs

COLUMBIAN COLLEGE OF ARTS & SCIENCES

Bachelor of Arts (BA)
Bachelor of Fine Arts (BFA)
Bachelor of Science (BS)
Bachelors of Arts/Doctor of Medicine
Master of Arts (MA)
Master of Fine Arts (MFA)
Master of Forensic Sciences (MFS)
Master of Public Administration (MPA)
Master of Public Policy (MPP)
Master of Science (MS)
Master of Philosophy and Public Policy
Doctor of Philosophy (PhD)
Doctor of Psychology (PsyD)
Doctor of Medicine/PhD Dual Degree
Graduate Certificates

ELLIOTT SCHOOL OF INT'L AFFAIRS

Bachelor of Arts (BA)
Master of Arts (MA)
Master of International Policy and Practice (MIPP)
Master of International Studies (MIS)
MA/JD Joint Degree (with GW Law School)
MA/MPH Dual Degree (with GW School of Public Health and Health Services)
MA/MBA (with GW School of Business)
Certificates and Executive Programs

COLLEGE OF PROFESSIONAL STUDIES

Bachelor of Professional Studies (BPS)
Master of Professional Studies (MPS)

SCHOOL OF ENGINEERING & APPLIED SCIENCE

Bachelor of Science (BS)
Bachelor of Arts (BA)
Master of Science (MS)
Master of Engineering (M.Eng)
Doctor of Engineering
Doctor of Philosophy
Certificates and Online Programs

THE LAW SCHOOL

Master of Laws (LLM)
Master of Studies – IP (MSL-IP)
Juris Doctor (JD)
Doctor of Juridical Science (SJD)

SCHOOL OF EDUCATION & HUMAN DEVELOPMENT

Master of Arts in Education and Human Development (M.A. in Ed&HD)
Master of Arts in Teaching (MAT)
Master of Education (MEd)
Education Specialist (EdS)
Doctor of Education (EdD)
Ph.D. in Counseling (with CCAS)

SCHOOL OF MEDICINE & HEALTH SCIENCES

Bachelor of Science in Health Sciences (BSHS)
Master of Science in Health Sciences (MSHS)
Doctor of Medicine (MD)
Doctor of Nursing Practice (DNP)
Doctor of Physical Therapy (DPT)

SCHOOL OF NURSING

Bachelor of Science in Nursing (BSN)
Master of Science in Nursing (MSN)
Doctor of Nursing Practice (DNP)

MILKEN INSTITUTE SCHOOL OF PUBLIC HEALTH

Bachelor of Science (BS)
Master of Science (MS)
Master of Public Health (MPH)
Master of Health Administration (MHA)
Master of Health Services Adm. (MHSA)
Specialist in Health Services Adm. (Spec.HSA)
Doctor of Public Health (DrPH) & PhD
Online & Executive Programs

EXHIBIT 3.2b INTERNATIONALLY-ORIENTED MAJORS AND CONCENTRATIONS AT GW

SCHOOL OF BUSINESS

Business Administration (BBA & MBA – Global, Executive)
International Business (BBA & PhD)
Tourism Administration (MA)

ELLIOTT SCHOOL OF INTERNATIONAL AFFAIRS

Asian Studies (BA & MA)
European and Eurasian Studies (MA)
Global Communication (MA)
International Affairs (BA & MA)
International Development Studies (MA)
International Economics (BA)
International Policy and Practice (MIPP)
International Science and Technology Policy (MA)
International Studies (MIS)
International Trade and Investment Policy (MA)
Latin American and Hemispheric Studies (BA & MA)

COLUMBIAN COLLEGE OF ARTS AND SCIENCES

Africana Studies BA
Anthropology (minor, MA & PhD)
Arabic (BA & minor)
Archaeology (BA)
Chinese Language and Literature (BA & minor)
Communication (BA)
Economics (BA BS, MA, & PhD)
Environmental Resource Policy (MA)
Environmental Studies (BA)
Fine Arts (BA, MA, & MFA)
French Language and Literature (BA & minor)
Geography (BA & MA)
German Language and Literature (BA & minor)
Global Communications (MA)
Islamic Studies (MA)
Japanese Language and Literature (BA & minor)
Jewish Cultural Studies (M.A.)
Journalism and Mass Communication (BA)
Judaic Studies (BA)
Media and Public Affairs (MA)
Nonprofit Management (Graduate Certificate)
Organizational Sciences (BA & MA)
Peace Studies (BA)
Political Communication (BA)
Political Science (BA, MA & PhD)
Public Policy & Public Administration (BA/MPA/MPP/PhD)
Religion (BA)
Russian Language and Literature (BA)
Sociology (BA)
Spanish & Latin American Languages and Cultures (BA)

LAW SCHOOL

Intellectual Property
Law (LLM)
International and
Comparative Law
(LLM)
International
Environmental Law
(LLM)
National Security &
U.S. Foreign
Relations Law (LLM)

SCHOOL OF ENGINEERING & APPLIED SCIENCE

Climate Change Engineering &
Policy (M.Eng)
Cybersecurity Policy & Compliance
(M.Eng)

MILKEN INSTITUTE SCHOOL OF PUBLIC HEALTH

Environmental and Occupational Health
(DrPH)
Environmental Health Science and
Policy (MPH)
Epidemiology (MS, MPH, and PhD)
Global Environmental Health (MPH)
Global Health (M.P.H and DrPH)
Global Health Epidemiology (MPH)
Public Health (BS)
Public Health Communication and
Marketing (MPH)

GRADUATE SCHOOL OF EDUCATION AND HUMAN DEVELOPMENT

Counseling Culturally and Linguistically Diverse Persons (Graduate Certificate)
Global Leadership in Teams and Organizations (Graduate Certificate)
Higher Education Administration (Ed.D)
Human Resource Development (MA)
Incorporating International Perspectives in Education (Graduate Certificate)
International Education (MA)

EXHIBIT 3.2c SELECTED GW COURSES WITH INTERNATIONAL THEME

COLUMBIAN COLLEGE OF ARTS AND SCIENCES		
<p>Advanced Theories of Int'l Politics (G) African Int'l Politics (UG) Africans in the Making of the Atlantic World (UG) Asian Security (G) British Imperialism (G) China to 1800 (UG) Cities in the Developing World (UG) Comparative Foreign Policy (G) Comparative Governments and Politics of Central and Eastern Europe (UG, G) Comparative Politics of: Middle & Southern Africa (UG); South Asia (UG); Southeast Asia (UG); Western Europe (UG); China and Northeast Asia (UG); Latin America (UG, G); Russia and Eurasia (G); Middle East (UG, G) Cultural Geography (UG) Cultures of: Africa (UG); East Asia (UG); Latin America (UG); Middle East (UG); Pacific (UG); Southeast Asia (UG) Early Modern Britain (G) Early Modern European History (G) Eastern European History I & II (G) Economic Development of Latin America (G) Economic History of Latin America (UG) Economy of China I & II (G) Economy of Japan (G) English People and Institutions (G) Europe and the World, 1500-Present (G) Europe in the 20th Century (UG) European Integration: A History (UG) European Intellectual History (UG, G) European-Atlantic Relations (UG) Foreign Policy Analysis-Selected Topics (G) Foreign Policy of China (G) Geographical Perspectives on Development (G) Geographical Perspectives on Latin America (G)</p>	<p>Geographical Perspectives on Middle East (G) Geography of Africa (UG) Geography of Latin America (UG) Geography of Middle East and North Africa (UG) Geography of South Asia (UG) Geography of the Former Soviet Union (G) Global Governance (UG) Global Perspectives on Democracy (UG) Geographical Perspectives on Development (G) Geographical Perspectives on Latin America (G) Geographical Perspectives on Middle East (G) Geography of Africa (UG) Geography of Latin America (UG) Geography of Middle East and North Africa (UG) Geography of South Asia (UG) Geography of the Former Soviet Union (G) Global Perspectives on Democracy (UG) Government and Politics of Africa (G) Government and Politics of Russia (UG, G) History of: Modern China (UG); Central Asia (UG); England (UG); France (UG); Iraq (UG); Israel (UG); Korea (UG); Latin America I & II (UG); Middle East to 1800 (UG); Modern Korea (UG); Modern Russia (G) History of Chinese Communism (UG) History of Int'l Economic Systems (G) History of Southeast Asia (UG) Imperialism in the Middle East (G) Int'l Communication (UG) Int'l Economics (UG) Int'l Finance & Open-Econ. Macroeconomics (G) Int'l Financial Markets (G) Int'l History of the Cold War (UG) Int'l Organizations (UG) Int'l Political Economy (UG, G) Int'l Politics (G)</p>	<p>Int'l Relations of East Asia (UG, G) Int'l Relations of Latin America (UG, G) Int'l Relations of the Middle East (UG, G) Int'l Security Politics (UG, G) Intercultural Communication (UG) Intro to Africana Studies (UG) Intro to American Politics & Government (UG) Intro to the Economy of China (UG) Intro to the Economy of Japan (UG) Islam and Social Movements (G) Japanese Politics and Foreign Policy (G) Korean Politics (G) Language in Culture and Society (UG) Modern European History (G) Modern Iran (UG) Modern Japanese History (G) Modern South Asia, 1750-Present (UG) Modern Southeast Asia (G) Modern U.S. Foreign Policy Nation Building in the Balkans (G) Political Economy of Industrializing Asia (G) Political Geography (G) Political Geography (UG) Politics and Foreign Policy of China (UG) Politics and Foreign Policy of Israel (UG) Politics and Foreign Policy of Japan (UG) Politics and Practice of Int'l Institutions (G) Politics in The Two Koreas (UG, G) Politics of China I & II (G) Politics of European Integration (G) Politics of Int'l Law (G) Politics, Ethnicity and Nationalism (UG) Post-Soviet Foreign Policy (UG) Post-Soviet Politics (UG, G) Public Int'l Law (UG) Russia since 1801 (UG)</p>

COLUMBIAN COLLEGE OF ARTS AND SCIENCES

<p>Russia to 1801 (UG)</p> <p>Selected Topics in Int'l Politics (G)</p> <p>Spain and Its Empire, 1482-1700 (UG)</p> <p>Survey of Economic Development (G)</p> <p>Survey of Int'l Economics (UG, G)</p> <p>Survey of Int'l Macroecon. & Finance Theory (G)</p> <p>Survey of Int'l Trade Theory and Policy (G)</p> <p>The Arab-Israeli Conflict (UG, G)</p> <p>The British Empire (UG)</p> <p>The Cold War in the Third World (UG)</p> <p>The International Politics of Central and Eastern Europe (UG)</p>	<p>Theories of Int'l Politics (UG)</p> <p>Theories of Int'l Security (G)</p> <p>Topics in African History (UG, G)</p> <p>Topics in Asian History (UG, G)</p> <p>Topics in Economic Development (G)</p> <p>Topics in European History (UG, G)</p> <p>Topics in Int'l Finance (G)</p> <p>Topics in Int'l Trade (G)</p> <p>Topics in Korean History (G)</p> <p>Topics in Latin American History (UG, G)</p> <p>Topics in Middle Eastern History (UG, G)</p> <p>U.S. Foreign Economic Policy (G)</p>	<p>U.S. Foreign Policy (UG)</p> <p>U.S. Foreign Policy Traditions (G)</p> <p>West Africa to Independence (UG)</p> <p>Western European Politics (G)</p> <p>Western Representations of Africa (G)</p> <p>Women in Africa (UG)</p> <p>World History, 1500-Present (UG)</p> <p>World Regional Geography (UG)</p>
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ELLIOTT SCHOOL OF INTERNATIONAL AFFAIRS

<p>Africa: Problems and Prospects (UG)</p> <p>Argentina in Global Context (G)</p> <p>Basic Topics in Int'l Affairs (UG)</p> <p>Brazil in the Global Arena (G)</p> <p>Brazil Rising: Opportunities and Challenges (UG)</p> <p>Caribbean Literature and Culture (UG)</p> <p>Cuba in the Global Arena (UG)</p> <p>Development Policy & Practice (G)</p> <p>Development Studies Workshop (G)</p> <p>East Asia: Past and Present (UG)</p> <p>Economic & Social Dev of Latin America (G)</p> <p>Energy & Environmental Policymaking in Latin America & Caribbean (UG)</p> <p>Europe: Int'l and Domestic Interactions (UG)</p> <p>European and Eurasian Studies (G)</p> <p>Gender and Economic Development (G)</p> <p>Gender, War, and Peace (G)</p> <p>Global Communication Capstone (G)</p> <p>Global Gender Policy (G)</p> <p>Globalization & Sustainable Development (UG)</p> <p>History & Praxis of US-Mexico Relations (G)</p> <p>Immigration & Weak States: Central America (UG)</p>	<p>Int'l Affairs Cornerstone (G)</p> <p>Int'l Development Studies (G)</p> <p>Int'l Issues in Energy (G)</p> <p>Int'l Relations of South Asia (G)</p> <p>Int'l Science & Technology Policy (G)</p> <p>Int'l Trade and Investment Policy (G)</p> <p>International Relations of Latin America (G)</p> <p>International Relations of Latin America (UG)</p> <p>Latin America/Hemispheric Studies Cap. (G)</p> <p>Latin America in Motion: Docfilm, Indigenous Media, and Social Movements (UG)</p> <p>Latin America: Problems & Promise (UG)</p> <p>Latin America: Problems and Promise (UG)</p> <p>Latin American & Hemispheric Studies (G)</p> <p>Latin American Populism in Global Context (UG)</p> <p>Latino Migration (UG)</p> <p>Latinx Cultural Production (UG)</p> <p>Literary Translation (UG)</p> <p>Mexico since Independence (UG)</p> <p>Migration and Development (G)</p> <p>Migration, Gender and Int'l Development (UG)</p> <p>OAS& Democracy in the Americas (UG)</p>	<p>Political Economy of Latin America (UG)</p> <p>Pre-Capstone Workshop (UG)</p> <p>Queer Latin America (UG)</p> <p>Research Methods in Global Gender Issues (UG)</p> <p>Russia and Eastern Europe: An Introduction (UG)</p> <p>Security in the Americas (G)</p> <p>Seminar: Law and Society in Latin America (G)</p> <p>Spain in the Modern World (UG)</p> <p>Special Topics: African Studies (UG); Asian Studies (G); European & Eurasian Studies (UG, G); Global Communication (G); Int'l Affairs (UG, G); Int'l Development Studies (G); Int'l Trade & Investment Policy (G); Latin American & Hemispheric Studies (UG, G); Middle East Studies (UG, G)</p> <p>Taiwan: Development & Foreign Policy (G)</p> <p>The Evolution of Politics and Governance in Brazil (UG)</p> <p>The Myth of Two Spains (UG)</p> <p>The UN and Regional Human Rights Systems: The Americas and Europe (G)</p>
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LAW SCHOOL

Advanced Int'l Trade Law
Art, Culture Heritage, and the Law Seminar
Chinese Business Law
Enforcement of Intellectual Property Rights in the U.S. Int'l Trade Commission
Foreign Direct Investment
GW-Oxford Program: Int'l Human Rights and Refugee Law; Int'l Rights of Women; Human Rights and Environmental Protection;
Immigration Clinic
Immigration Law I & II
International and Comparative Patent Law
International Arbitration
International Banking and Investment Law
International Business Transaction
International Business Transactions Seminar
International Climate Change Law
International Commercial Law
International Copyright Law
International Criminal Law
International Dispute Resolution
International Environmental Law
International Family Law
International Human Rights Clinic
International Human Rights of Women
International Intellectual Property
International Law
International Law in Domestic Courts Journal
International Law of Human Rights
International Law Review

International Litigation
International Money Laundering, Corruption, and Terrorism
International Negotiations
International Organizations
International Project Finance
International Taxation
International Trade Law
Introduction to Transactional Islamic Law
Islamic Law
Law of Japan
Law of the European Union
Law of the People's Republic of China
Law of the Sea
Law of War
Munich Intellectual Property Summer Program: Cross-Border Trade in Intellectual Property; Int'l Patent Law; Intellectual Property and Indigenous Heritage; Technology Licensing in the European Community; Trademarks and Geographical Indications; European Intellectual Property Law; Chinese Intellectual Property Law
Nation Building and the Rule of Law
Public International Law Seminar
Refugee and Asylum Law
Regional Protection of Human Rights
The International Competition Law Regime
Trade and Sustainable Development
Trade Remedy Law
U.S. Export Control Law and Regulation
U.S. Foreign Relations Law

GRADUATE SCHOOL OF EDUCATION & HUMAN DEVELOPMENT

International and Comparative Education; International and Multicultural Issues in Organizations; International Experience; Internationalizing U.S. Schools; Introduction to International Curricula; Programs and Policies in International Education; Regional Studies in International Education; Research in International Education; Strategies and Analysis in International Education; The Immigrant Experience: Diversity, Advocacy, and Education

TRACHTENBERG SCHOOL OF PUBLIC POLICY & PUBLIC ADMINISTRATION

International Development Administration (G)
International Development NGO Management (G)
International Development Management and Tools (G)

SCHOOL OF BUSINESS	MILKEN INSTITUTE SCHOOL OF PUBLIC HEALTH
Colloquium on International Business (G)	Advanced Global Health Policy Applications (G)
Cross-Cultural Management (G)	Advanced Topics-Health Leadership in International Settings (G)
Currency & Banking Crises in Emerging Markets (G)	Advanced Topics-Health Research in the Global Arena (G)
Directed Readings and Research (G)	Comparative Determinants of Health: South Asia; Sub-Saharan African
External Development Financing (G)	Comparative Health Systems (G)
Foreign Market Analysis (UG)	Comparative Regional Determinants
Global Competitive Frameworks (G)	Global Environmental and Occupational Health (G)
Global Financial Markets (G)	Global Health Advocacy and Activism (G)
Global Human Resource Management (G)	Global Health Agreements (G)
Global Investment Banking (G)	Global Health and Development (UG)
Global Leadership of Business Enterprise (G)	Global Health Communication Interventions: Social Marketing (G)
Global Perspectives (G)	Global Health Communication Strategies and Skills (G)
International Accounting (G)	Global Health Economics and Finance (G)
International Banking (UG; G)	Global Health Frameworks (G)
International Business Finance (UG, G)	Global Health Policy and Analysis (G)
International Business Negotiations (G)	Global Health Policy Methods Applications (G)
International Business Strategy (G)	Global Health Program Development and Implementation (G)
International Experiences (UG, G)	Global Health Program Evaluation (G)
International Financial Environment (UG)	Global Health Qualitative Research Methods (G)
International Financial Reporting Standards (G)	Global Health Quantitative Research Methods (G)
International Management (G)	Global Health Study Design and Ethics (G)
International Marketing (G)	Global Mental Health (G)
International Marketing Management (UG)	Humanitarian Operations (G)
International Marketing Practicum (G)	International Food and Nutrition Programs and Policy (G)
International Monetary and Financial Issues (UG)	International Health Organizations (G)
International Portfolio Management (G)	International Public Health Practice (UG)
International Reporting and Control (G)	Organizational Responses to the Local, National & Global Aids/HIV Epidemics (G)
International Residency Practicum (G)	Prevention and Control of Vector Borne Disease (G)
Introduction to International Business (UG)	Prevention and Control of Water and Sanitation Diseases (G)
Legal Aspects of International Business (G)	Regional Case Studies in Global Health (G)
Macroeconomics for the World Economy (G)	Reproductive Health: U.S. and Global Perspective (G)
Managing in Developing Countries (UG, G)	Scientific Basis of Global Health Interventions (G)
Managing the Multinational Enterprise (UG)	Theories for Global Health Communication Interventions (G)
Microeconomics for the World Economy (G)	Topics in Global Health (G)
Regional International Marketing Systems (G)	Washington Seminar (G)
Regional Strategy for Multinationals (UG)	Water, Sanitation and Hygiene (WASH) in Disaster Relief Management and Development (G)
Seminar: International Financial Markets (G)	Women, Gender and Health: A Global Perspective (G)

(UG) – Undergraduate course; (G) – Graduate course

EXHIBIT 3.3a GW STUDY ABROAD PROGRAMS

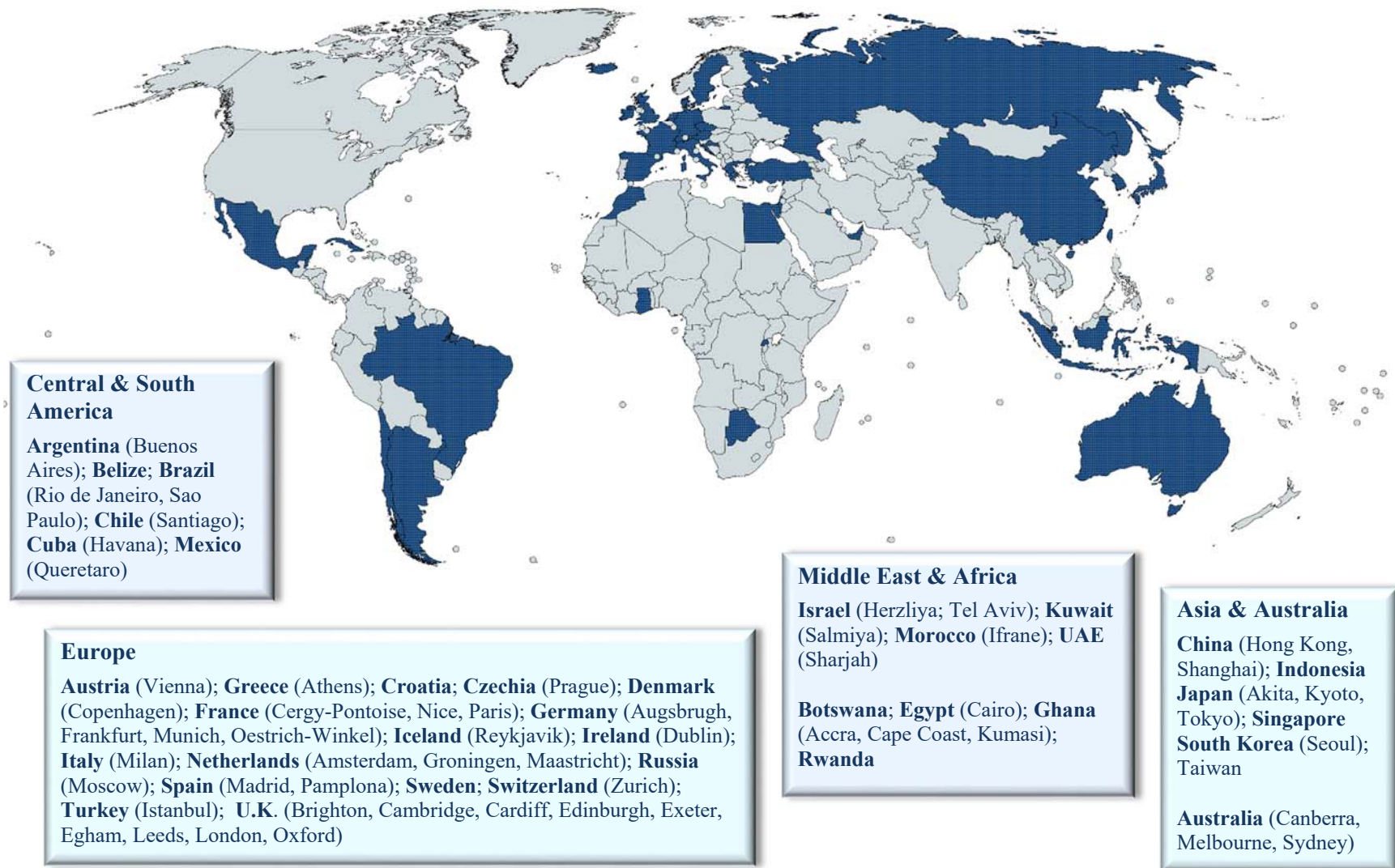


EXHIBIT 3.3b GW OVERSEAS ACADEMIC PARTNERSHIPS

GW has established four Study Centers, 32 Undergraduate Exchange Partners in 21 countries, and hundreds of Provider Programs administered by study abroad organizations. This list offers a sample.

GW INTERNATIONAL STUDY CENTERS/PROGRAMS

CHILE STUDY CENTER
ENGLAND STUDY CENTER

MADRID STUDY CENTER
PARIS STUDY CENTER

GW INTERNATIONAL ACADEMIC PARTNERSHIPS

ASIA

Akita University, Japan; The Chinese University of Hong Kong; The University of Hong Kong; Ewha Womans University, Korea; Fudan University, China; Hallym University; Jawaharlal Nehru University, India; Korea University; Nanjing University, China; Nanjing Normal University, China; Nanyang Business School, Singapore; National Chengchi University, Taiwan; National University of Singapore; National Law University Delhi, India; Mahatma Gandhi Medical and Research Institute; Renmin University of China; Seoul National University, Korea; University of Macau; University of the Philippines; University of Kelaniya, Sri Lanka; The Hong Kong University of Science and Technology, China; Yonsei University, Korea; Waseda University, Japan

AUSTRALIA, NEW ZEALAND & PACIFICA

Deakin University; The Australian National University; University of Melbourne; University of Sydney; University of New South Wales

EUROPE & EURASIA

American University of Paris; Audencia Nantes School of Management, France; Bogaziçi University, Turkey; Charles University, Czech Republic; Copenhagen Business School, Denmark; EDHEC Business School, France; ESSEC Business School, France; European Business School, Germany; European University, at St. Petersburg, Russia; Freie Universit t Berlin, Germany; Grenoble Ecole de Management, France; Institut d'Etudes Politiques de Paris, France; King's College London, UK; Koc University, Turkey; London School of Economics; Maastricht University, Netherlands; Max Planck Institute, Germany; Oxford University, UK; Royal Holloway, University of London, UK; The Technical University of Munich, Germany; Universidad Autonoma de Madrid, Spain; Universidad de Navarra, Spain; Universidad Pontificia Comillas, Spain; University College Dublin; University College London; University of Augsburg, Germany; University of Iceland; University of Edinburgh, UK; University of Groningen, Faculty of Law, Netherlands; University of Leeds, UK; University of Sussex, UK; University of St. Gallen, Switzerland; Universita Commerciale Luigi Bocconi, Italy; School of Oriental and African Studies, University of London, UK; Vienna University of Economics and Business Administration, Austria

MIDDLE EAST & NORTH AFRICA

American University of Cairo, Egypt; Alexandria University, Egypt; Ben Gurion University of the Negev, Israel; Hebrew University of Jerusalem, Israel; Tel Aviv University, Israel; University of Haifa, Israel; Jordan Hospital, Jordan; University of Jordan, Jordan; Taibah University, Saudi Arabia; The American University of Beirut, Lebanon; The American University of Beirut, Lebanon; Al-Akhawayn University, Morocco; Al-Quds University, Palestinian Territories; American University of Sharjah, UAE; Gulf International Cancer Center, UAE

SUB-SAHARAN AFRICA

University of Ghana Medical Center; National Museums of Kenya; University of Witwatersrand, South Africa

WESTERN HEMISPHERE

Carleton University, Canada; Fundacao Armando Alvares Penteado, Brazil; Pontificia Universidade Catolica do Rio de Janeiro, Brazil; Pontificia Universidad Cat lica Argentina; Universidad Austral Argentina; Pontificia Universidad Cat lica de Chile; Universidad Latina de Costa Rica; Universidad de Chile; Universidad Torcuato Di Tella, Argentina; Universidad San Francisco de Quito, Ecuador; Project Medishare for Haiti; Universidad Panamericana, Mexico

EXHIBIT 3.3c GLOBAL BBA PROGRAM

Global Bachelor of Business Administration Program



Exciting opportunity to make study abroad a central part of the undergraduate degree.

Promotes adaptation to diverse social and cultural situations

Teaches international communication skills

- Designed for top students in the Columbian College, Elliott School, and the School of Business.
- Students study their own majors from leading scholars and teachers at GW and abroad.
- Entails three terms spent overseas – either two study-abroad semesters and a summer internship, or three semesters of study abroad.
- First semester is spent as a cohort in Fudan University in Shanghai.

Establishes a network of colleagues around the world.

<https://business.gwu.edu/current-students/undergraduate/study-abroad/global-bachelors-program>

EXHIBIT 3.3d CAPITAL MARKETS PROGRAM AT GW



CAPITAL MARKETS PROGRAM

at The George Washington University

Capital-market development is essential to the creation of prosperous societies. There is a critical need—and significant demand—to rapidly increase human capacity in capital markets in developing countries. The IFC-Milken Institute Capital Markets Program provides an accredited, 8-month, graduate-level certificate program to fill this gap.

The core teaching team of the program comprises GW faculty with expertise in finance and capital markets, supported by IFC practitioners and Milken Institute experts. Students gain real-world experience from a wide network of business and policy leaders, striking a balance between academic rigor and practical training.

Program Structure

BOOT CAMP

The boot camp, held for two weeks in August immediately prior to the start of the fall semester, provides refresher training in economics, basic finance and statistics. It is designed to prepare the cohort for the program's core courses by establishing a common baseline of knowledge.

CORE courses

With a focus on developing and emerging economies, the core courses engage students in: (i) understanding the structure and function of capital markets; (ii) evaluating corporate-finance and risk-management decisions; (iii) making capital markets more resilient in a global economy; and (iv) using financial models and computational methods to extract insights from financial data.

CASE STUDIES LECTURE SERIES

Delivered by prominent guest speakers from public and private sectors, the lecture series augments the core courses by covering practical issues in capital-market development. Alongside, IFC's proprietary case studies analyze concrete examples of successes and challenges drawn from 60 years of experience in capital markets.

placements

Following the completion of the core courses, students will have the opportunity to put what they have learned into practice. Through the placement program, students will spend 3-4 months working for public or private financial institutions in the United States, mainly in Washington, DC and New York City.

Fellows & Alumni Network

Program alumni will have opportunities to participate in workshops and networking events and to become part of a new, international network of policymakers and market practitioners. The network will be a key source of peer support and advice as alumni go on to play pivotal roles in advancing the development, management, and integration of their capital markets.

<http://cmp.milkeninstitute.org/>

EXHIBIT 3.4 GW INTERNATIONAL RESEARCH CENTERS

BUSINESS SCHOOL

Center for Entrepreneurial Excellence
Center for International Business Education & Research
Center for Latin American Issues
Center for Real Estate and Urban Analysis
European Union Research Center
Global Financial Literacy Excellence Center
Institute for Brazilian Issues
Institute for Corporate Responsibility
International Council for Small Business
International Institute of Tourism Studies
Korean Management Institute
The Growth Dialogue

COLUMBIAN COLLEGE OF ARTS & SCIENCES

Center for Economic Research: Program in Poverty, Development, & Globalization
Center for Urban and Environmental Research
Global Media Institute
GW Solar Institute
Institute for Communitarian Policy Studies
Institute for Ethnographic Research
Language Center
Latino Health Research Center
The Confucius Institute
The Documentary Center

ELLIOTT SCHOOL OF INT'L AFFAIRS

Center for International Science and Technology Policy
Institute for African Studies
Institute for Disaster and Fragility Resilience
Institute for European, Russian, & Eurasian Studies
Institute for Global & International Studies
Institute for International Economic Policy
Institute for Korean Studies
Institute for Middle East Studies
Institute for Public Diplomacy & Global Communications
Institute for Security and Conflict Studies
Sigur Center for Asian Studies

SCHOOL OF ENGINEERING & APPLIED SCIENCE

Cyber Security Policy and Research Institute
Institute for Crisis Disaster and Risk Management

OFFICE OF THE VICE PRESIDENT FOR RESEARCH

Center for Preparedness & Resilience
Center for Cyber and Homeland Security
Global Media Institute
Global Women's Institute
The George Washington Institute of Public Policy

THE LAW SCHOOL

Center for Law, Economics, and Finance
Competition Law Center
Dean Dinwoodey Center for Intellectual Property Studies
International & Comparative Law Visiting Scholars Program

TRACHTENBERG SCHOOL OF PUBLIC POLICY & PUBLIC ADMINISTRATION

Midge Smith Center for Evaluation Effectiveness

SCHOOL OF MEDICINE & HEALTH SCIENCES

GW HIV/AIDS Institute

MILKEN INSTITUTE SCHOOL OF PUBLIC HEALTH

Center for Health Policy Research
Center for Risk Science and Public Health
Center on Social Well-Being

COLLEGE OF PROFESSIONAL STUDIES

American & Saudi-Arabian Dialogue Education Center
Center for Excellence for Public Leadership
Global Center for Political Engagement

EXHIBIT 3.5a GW IN THE CENTER OF WASHINGTON, DC

KEY ORGANIZATIONS AND INSTITUTIONS FOR INTERNATIONAL BUSINESS



EXHIBIT3.5b SELECTED MULTILATERAL ORGANIZATIONS, NGOs, AND POLICY INSTITUTIONS

Accordia Global Health Foundation	Greenpeace International
African Diaspora Policy Center	Health Volunteers Overseas
Africare	Heritage Foundation
AIESEC International	Humanity First USA
American Institutes for Research	Inter-American Development Bank
American International Health Alliance	International Bank for Reconstruction and Development
Ashoka International	International Center for Research on Women
Asia Foundation	International Communication Association
Aspen Institute	International Development Association
Brookings Institution	International Finance Corporation
CARE USA	International Food Policy Research Institute
Carnegie Endowment for International Peace	International Foundation for Electoral Systems
Cato Institute	International Monetary Fund
Center for Development and Population Activities	International Relief and Development
Center for Economic and Policy Research	International Research & Exchanges Board
Center for Global Development	Making Cents International
Center for Strategic and International Studies	Management Systems International
Climate Institute	Migration Policy Institute
Congressional Hunger Center	Multilateral Investment Guarantee Agency
Conservation International	National Democratic Institute
Coptic Charities	National Endowment for Democracy
Council on Hemispheric Affairs	Overseas Private Investment Corporation
Danish Institute for International Studies	Oxfam America
DC Chamber of Commerce	Pan American Development Foundation
DC Sustainable Business Network	Pan American Health Organization
Development Group for Alternative Policies	Peace Corps
Development Management Network	Population Services International
Devex	Resources for the Future
East-West Management Institute	RTI International (Research Triangle Institute)
Education Development Center	Transparency International
Engineering World Health	Tufts University Feinstein International Center
Eurasia Center	U.S. Agency for International Development
Export-Import Bank of the United States	U.S. Global Leadership Coalition
FINCA International	United Nations Foundation
Freedom House	United States Institute of Peace
Friends of the Earth	United Way Worldwide
German Marshall Fund	Urban Institute
Global Communities Partners for Good	Vital Voices Global Partnership
Global Health Council	Washington International Trade Association
Global Impact	Woodrow Wilson International Center for Scholars
Global Giving Foundation	World Bank
Grameen Foundation	World Bank Institute
Greater Washington Board of Trade	World Relief
Greater Washington Initiative	

EXHIBIT 3.5c PROSPECTIVE SPEAKERS FOR GW-CIBER'S PROGRAMS AND EVENTS

This list represents a sample of speakers (affiliations and titles) GW-CIBER has drawn upon in previous grant cycles

American Development Bank (Lead Economist)	U.S. Department of State (Special Representative)
Brookings Institute, Global Economy and Development (Senior Fellow)	U.S. International Trade Commission (International Economist)
Burson-Marsteller (several speakers)	U.S. Small Business Administration (Representative, Chief Economist)
Business-Community Synergies (CEO)	U.S. Trade Representative (Chief Negotiator)
Calvert Investments, Sustainability Research (Senior Vice President)	Embassy of South Korea (Minister of Economic Affairs)
Campbell Applied Physics (Vice President)	Export-Import Bank of the United States (Chairman)
Canon (several speakers)	Federal Aviation Administration, NE Region, Airports (Division Manager)
Center for Global Development (Senior Fellow)	Global Giving (Co-Founder)
Coalition of Services Industries (President)	Global Integrity Index (Managing Director)
Connecting Cultures, Inc. (Founder and President)	Heritage Foundation (Senior Research Fellow)
Constituency for Africa (President and CEO)	Homestrings (Founder and CEO)
Corporate Responsibility Officers Association (Executive Director)	Institute for Public Diplomacy (President)
DuPont (several speakers)	Institute of Democracy and Cooperation (President)
Ebay (Executive Director)	Inter-American Development Bank (Counselor)
Embassies (speakers from several embassies)	International Finance Corporation (several speakers)
Etsy (Senior Manager)	International Monetary Fund (Principal Assistant to the Secretary)
EY (several speakers)	International Rescue Committee (Director of Planning & Implementation)
International Finance Corporation (Global Product Leader)	Overseas Private Investment Corporation (several speakers)
International Monetary Fund, Research Department (Assistant Director)	PMD International (President & CEO)
International Trade Administration (International Trade Specialist)	Port of Virginia (Chief Sales Officer)
Johnson & Johnson (Former Corporate Executive)	Proctor & Gamble, Global Trade Policy Unit (Director)
Korea Economic Institute (Senior Director of Trade)	Shell Oil Company, International Operations (Senior Manager)
Kraft Foods Inc., Corporate Affairs (Senior Vice President)	Small Enterprise Assistance Funds (Executive Vice President)
Meru Capital Group, LP (CEO and Chief Investment Officer)	Sub-Saharan Africa Chamber of Commerce (Co-Founder, President)
Microsoft, Global Community Affairs (Senior Director)	Swissport (Vice President of Operations)
Peterson Institute for International Economics (Senior Fellow)	Tata Steel (Senior Corporate Ethics Manager)
Sanofi Pasteur (PR executive)	The World Bank Group (several speakers)
Total Impact Advisors (Founding Partner)	U.S.-Russia Business Council (President)
Toyota North America (Director, Int'l Public Policy)	UNDP Human Development Report Office (Director and Lead Author)
Transparency International (Former Senior Policy Director)	USAID (several speakers)
U.S. & Foreign Commercial Service (Director General)	Vital Voices Global Partnership (Senior Director)
U.S. Chamber Business Civic Leadership Center (Board Chair)	Walmart, Federal Government Relations (Senior Director)
U.S. Chamber of Commerce (Vice President for Asia)	Western Union, Public Affairs (Vice President)
U.S. Department of Commerce (several speakers)	Women in International Trade (President)
U.S. Department of Energy (Deputy Secretary)	

EXHIBIT 3.6 ESTABLISHED COLLABORATION WITH OTHER CIBERS

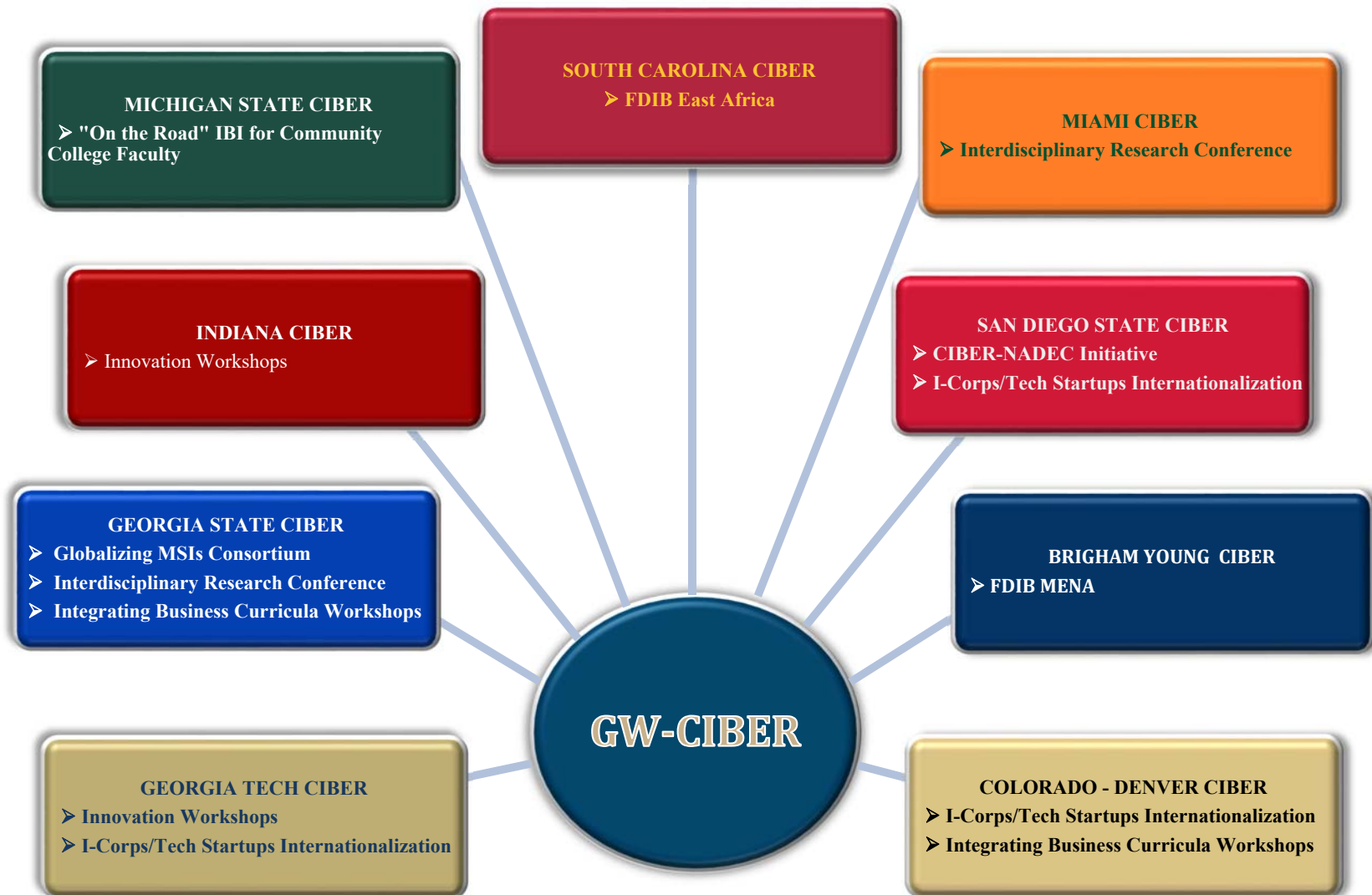


EXHIBIT 3.7 GW-CIBER FACULTY COORDINATORS BOARD

I. FCB ROLES & RESPONSIBILITIES:

- Overseeing workshops and conferences within focal area for the business, policy, and academic communities.
- Nurturing, guiding, and offering expertise to faculty members interested in developing teaching materials, business training programs, conferences and workshops, or research projects in the focal area.
- Serving as reviewer for the internal RFP process to select the highest quality proposals for funding.
- Building and maintaining relationships with Washington, DC organizations working in the focal area.
- Working with the Director and the GW-CIBER staff to identify topics and speakers for GW-CIBER programs, as well as synergies among programs and mechanisms to ensure broad dissemination of GW-CIBER materials.

II. FCB MEMBERS & QUALIFICATIONS:

Member	Qualifications
Jennifer Brinkerhoff	<ul style="list-style-type: none"> ▪ Professor of Public Admin., Int'l Affairs & Int'l Business; Associate Dean for Faculty, ESIA ▪ Author of teaching cases ▪ Consults for multilateral development banks, bilateral assistance agencies, and NGOs ▪ Has expertise in the areas of diaspora development, NGO management, public-private partnerships
Maggie Chen	<ul style="list-style-type: none"> ▪ Professor of Economics & International Affairs; Director, IIEP ▪ Has worked at the US Congressional Budget Office and the World Bank ▪ Co-editor of <i>Economic Inquiry</i> ▪ Recipient of a teaching award and research grants
Margaret Gonglewski	<ul style="list-style-type: none"> ▪ Associate Professor of German; Former Director of the Language Center ▪ Author of a leading textbook & multimedia language learning materials in German ▪ Has overseen efforts to develop business language courses and modules in critical languages ▪ Recipient of awards in teaching and academic advising
Stephen Kaplan	<ul style="list-style-type: none"> ▪ Associate Professor of Political Science and International Affairs ▪ Has worked as a senior economic analyst at the Federal Reserve Bank of New York ▪ Has written extensively on the political economy of Latin America ▪ His research and commentaries have been featured in a range of global outlets
Noel Maurer	<ul style="list-style-type: none"> ▪ Associate Professor of International Business & International Affairs ▪ Author of several books, HBR cases, and numerous journal articles ▪ His primary research is on how governments make commitments to protect property rights ▪ Writes professional blog "The Power and the Money"
Robert Orttung	<ul style="list-style-type: none"> ▪ Associate Research Professor of Int'l Affairs; Director of Research, GW Sustainability Collaborative ▪ Visiting fellow at the Center for Security Studies of the Swiss Federal Institute of Technology, Zurich ▪ Recipient of NSF and other research grants ▪ Expert on Russia's Arctic cities, energy, and sustainability
Anupama Phene	<ul style="list-style-type: none"> ▪ Professor of International Business, Phillip Grub Distinguished Scholar ▪ Received 2014 GW Trachtenberg Prize for Teaching Excellence ▪ Received the 2010 GWSB Teaching Excellence Award ▪ Has led study-abroad courses to India
Liesl Riddle	<ul style="list-style-type: none"> ▪ Associate Professor of IB and Int'l Affairs; Co-Director of the GW Diaspora Program ▪ Former Associate Dean for Graduate Programs, GWSB ▪ Has received several GW teaching awards; Author of teaching cases ▪ Has led study-abroad courses to Turkey, Ethiopia, and other countries.
Jennifer Spencer	<ul style="list-style-type: none"> ▪ Professor of International Business; George Coelho Distinguished Scholar ▪ Former Faculty Director of GW-CIBER; Former Vice Dean for Research, GWSB ▪ Author of numerous academic articles published in top journals ▪ Has developed teaching cases and has led study-abroad courses to Ghana
Robert Weiner	<ul style="list-style-type: none"> ▪ Professor of IB, Public Administration, and International Affairs ▪ Has led study-abroad courses to the United Kingdom ▪ Has served as Eminent Person at the United Nations as an expert on energy issues ▪ Author of books and articles on energy economics and finance, printed by top journals & publishers

EXHIBIT 3.8 GW-CIBER INITIATIVES RELATIVE TO THE PROVISIONS OF THE AUTHORIZING STATUTE

GW CIBER Objectives / Initiatives		Purpose of CIBER Program						Mandatory Activities						Permissible Activities						Comp. Priorities		Inv. Pr.
		1. National Resource for Teaching	2. Instruction in Languages & Int'l Fields	3. Research/Training on Int'l Aspects of Other Fields	4. Training of GW Students	5. Regional Resource for Businesses	6. Service to Regional Educ. Institutions	612(c)(1A) Language/Int'l Studies into Business & Professional Curricula	612(c)(1B) Business/Prof. Training for Language/Int'l Studies Faculty/Students	612(c)(1C) Enhanced Int'l Expertise of Professionals	612(c)(1D) Collaborative Programs	612(c)(1E) Int'l & Integrated Curricula	612(c)(1F) Research Promoting US Competitiveness	612(c)(2A) Overseas Internships	612(c)(2B) Links with Overseas Entities	612(c)(2C) Summer Institutes	612(c)(2D) Study Abroad Opportunities	612(c)(2E) Internationalization of Other Institutions	612(c)(2F) Technology-related Programs	1. Collaboration with Assoc./Businesses on Internships & Job Opportunities	2. Collaboration with MSI/Com. Colleges	Language Instruction & Assessment
IB Regional Consortium	1a. Annual Consortium Meetings	✓	✓	✓	✓	✓	✓	✓		✓	✓		✓									
	1b. Annual IB Research Conference	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓					✓		✓		
	1c. Joint IB Course-Export Consulting	✓	✓	✓	✓		✓	✓	✓	✓	✓							✓	✓			
	1d. Energy Boom ExecEd Initiative	✓	✓	✓		✓				✓	✓							✓				
	1e. iGeneration Globalization Perceptions Study	✓	✓	✓	✓		✓				✓	✓	✓					✓	✓			
Increase Students' Exposure to IB	2a. Curriculum Development RFP	✓	✓	✓	✓		✓	✓	✓			✓						✓		✓		✓
	2b. Undergraduate IB Minor	✓	✓	✓	✓			✓	✓	✓			✓	✓		✓						
	2c. Online MBA IB Courses	✓	✓	✓	✓					✓	✓							✓		✓		
	2d. <i>Rising Market Powers</i> Course	✓	✓	✓	✓			✓														
	2e. Global BBA Enhancement	✓	✓	✓	✓	✓	✓	✓	✓	✓												
	2f(i). UG Student Advisory Board		✓	✓	✓				✓	✓	✓											
	2f(ii). IB Case Competition	✓	✓	✓	✓			✓	✓	✓	✓											
	2f(iii). Global Mindset Workshop	✓	✓	✓	✓	✓	✓	✓	✓	✓												
	2g. Speaker Database & Series	✓	✓	✓		✓				✓	✓								✓			
	2h. Visit. Scholar-Student Integration		✓			✓				✓	✓				✓				✓			

GW CIBER Objectives / Initiatives		Purpose of CIBER Program						Mandatory Activities						Permissible Activities						Comp. Priorities	Inv. Pr.
		1. National Resource for Teaching	2. Instruction in Languages & Int'l Fields	3. Research/Training on Int'l Aspects of Other Fields	4. Training of GW Students	5. Regional Resource for Businesses	6. Service to Regional Educ. Institutions	612(c)(1A) Language/Int'l Studies into Business & Professional Curricula	612(c)(1B) Business/Prof. Training for Language/Int'l Studies Faculty/Students	612(c)(1C) Enhanced Int'l Expertise of Professionals	612(c)(1D) Collaborative Programs	612(c)(1E) Int'l & Integrated Curricula	612(c)(1F) Research Promoting US Competitiveness	612(c)(2A) Overseas Internships	612(c)(2B) Links with Overseas Entities	612(c)(2C) Summer Institutes	612(c)(2D) Study Abroad Opportunities	612(c)(2E) Internationalization of Other Institutions	612(c)(2F) Technology-related Programs	1. Collaboration with Assoc./Businesses on Internships & Job Opportunities	2. Collaboration with MSI/Com. Colleges
Collaboration with Business for Student Training	3a. Student Export Training – w/ DEC			✓	✓	✓		✓	✓	✓	✓									✓	
	3b. IB Internship Program w/ Alumni			✓	✓			✓	✓	✓	✓			✓	✓		✓			✓	
	3c. Joint Consulting Course w/ SEAS	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓						✓		✓	
	3d. Managing Virtual Teams Course	✓	✓	✓	✓			✓	✓	✓	✓	✓			✓			✓		✓	
	3e. Consulting Abroad Program (CAP)	✓	✓	✓	✓	✓		✓		✓	✓			✓	✓		✓			✓	
	3f. CAP for non-GMBA Students	✓	✓	✓	✓	✓		✓		✓	✓			✓	✓		✓			✓	
	3g. IB Community of Practice (CoP)		✓	✓	✓	✓		✓		✓	✓									✓	
	3h. IB Career Treks		✓	✓	✓	✓		✓		✓	✓									✓	✓
	3i. Women in IB Careers Initiative		✓	✓	✓	✓		✓		✓	✓									✓	
	3j. Executive-in-Residence Program		✓	✓	✓	✓		✓		✓	✓									✓	
Multi-disciplinary Research Programs	4a. Research Projects RFP	✓		✓		✓	✓					✓	✓					✓	✓		✓
	4b. GLOB-S Lab	✓	✓	✓	✓	✓	✓				✓		✓		✓			✓	✓		
	4c. Interdisciplinary Res. Conference	✓	✓	✓						✓	✓	✓	✓					✓	✓		✓
	4d. Integrating Business Curricula Workshop	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓					✓			✓
	4e. Innovation Workshops	✓	✓	✓	✓	✓	✓			✓	✓		✓					✓	✓		✓
	4f. DMV-area IB Research Network	✓	✓	✓			✓		✓	✓	✓	✓	✓					✓			✓
	4g. Summer Doctoral Institute	✓	✓	✓			✓	✓	✓	✓	✓	✓	✓			✓		✓			

GW CIBER Objectives / Initiatives		Purpose of CIBER Program						Mandatory Activities						Permissible Activities						Comp. Priorities	Inv. Pr.
		1. National Resource for Teaching	2. Instruction in Languages & Int'l Fields	3. Research/Training on Int'l Aspects of Other Fields	4. Training of GW Students	5. Regional Resource for Businesses	6. Service to Regional Educ. Institutions	612(c)(1A) Language/Int'l Studies into Business & Professional Curricula	612(c)(1B) Business/Prof. Training for Language/Int'l Studies Faculty/Students	612(c)(1C) Enhanced Int'l Expertise of Professionals	612(c)(1D) Collaborative Programs	612(c)(1E) Int'l & Integrated Curricula	612(c)(1F) Research Promoting US Competitiveness	612(c)(2A) Overseas Internships	612(c)(2B) Links with Overseas Entities	612(c)(2C) Summer Institutes	612(c)(2D) Study Abroad Opportunities	612(c)(2E) Internationalization of Other Institutions	612(c)(2F) Technology-related Programs	1. Collaboration with Assoc./Businesses on Internships & Job Opportunities	2. Collaboration with MSI/Com. Colleges
Academic Outreach & Faculty Development	5a. Overseas FDIBs	✓	✓	✓			✓	✓	✓	✓	✓				✓		✓	✓		✓	
	5b. Migration Matters Workshop	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓					✓		✓	
	5c. MSI/CC Consortia		✓	✓			✓	✓		✓	✓					✓	✓	✓		✓	
	5d(i) HUSB Program Revision Support		✓	✓			✓	✓	✓	✓	✓	✓						✓		✓	
	5d(ii). FDIB Support - HUSB Faculty		✓	✓			✓	✓	✓	✓	✓	✓			✓			✓		✓	
	5d(iii). HUSB Student Engagement		✓	✓			✓	✓		✓	✓							✓		✓	
	5e(i). Prof. Dev. Program - CC Faculty	✓	✓	✓			✓	✓			✓	✓						✓		✓	
	5e(ii). IB Career Treks - CC Students		✓	✓	✓	✓		✓			✓	✓							✓	✓	
	5f. CIBER Country Studies	✓		✓			✓				✓	✓								✓	
	5g. Professional Development Funding	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓					✓		✓	✓

GW CIBER Objectives / Initiatives		Purpose of CIBER Program						Mandatory Activities						Permissible Activities						Comp. Priorities	Inv. Pr.
		1. National Resource for Teaching	2. Instruction in Languages & Int'l Fields	3. Research/Training on Int'l Aspects of Other Fields	4. Training of GW Students	5. Regional Resource for Businesses	6. Service to Regional Educ. Institutions	612(c)(1A) Language/Int'l Studies into Business & Professional Curricula	612(c)(1B) Business/Prof. Training for Language/Int'l Studies Faculty/Students	612(c)(1C) Enhanced Int'l Expertise of Professionals	612(c)(1D) Collaborative Programs	612(c)(1E) Int'l & Integrated Curricula	612(c)(1F) Research Promoting US Competitiveness	612(c)(2A) Overseas Internships	612(c)(2B) Links with Overseas Entities	612(c)(2C) Summer Institutes	612(c)(2D) Study Abroad Opportunities	612(c)(2E) Internationalization of Other Institutions	612(c)(2F) Technology-related Programs	1. Collaboration with Assoc./Businesses on Internships & Job Opportunities	2. Collaboration with MSI/Com. Colleges
Business & Policy Outreach	6a. I-Corps/Tech Startup Internationalization	✓	✓	✓		✓		✓		✓	✓	✓								✓	
	6b(i). Nordic Innovation - Speakers	✓	✓	✓		✓				✓	✓				✓						
	6b(ii). Nordic Innovation - PDIB	✓	✓	✓		✓		✓		✓	✓	✓			✓		✓		✓		
	6b(iii). Nordic Innovation - KTH Partnership	✓	✓	✓		✓		✓		✓	✓	✓			✓		✓		✓		
	6c(i). VA/DC DEC Export University	✓	✓	✓		✓				✓	✓										
	6c(ii). Annual Trade Forum	✓	✓	✓	✓	✓	✓			✓	✓	✓	✓					✓			
	6c(iii). CIBER-NADEC Initiative	✓	✓	✓		✓					✓	✓								✓	
	6c(iv). NASBITE Sponsorship	✓	✓	✓		✓					✓	✓									
	6d. Inclusive Globalization Symposium Series	✓	✓	✓	✓	✓	✓			✓	✓	✓	✓					✓			
	6e. G2@GW Conference	✓	✓	✓	✓	✓	✓			✓	✓	✓	✓					✓			
	6f. Outreach Projects RFP	✓	✓	✓	✓	✓	✓			✓	✓	✓	✓					✓		✓	✓
	6g. GW-CIBER IB Video Library	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓					✓			

GW CIBER Objectives / Initiatives		Purpose of CIBER Program						Mandatory Activities						Permissible Activities						Comp. Priorities		Inv. Pr.
		1. National Resource for Teaching	2. Instruction in Languages & Int'l Fields	3. Research/Training on Int'l Aspects of Other Fields	4. Training of GW Students	5. Regional Resource for Businesses	6. Service to Regional Educ. Institutions	612(c)(1A) Language/Int'l Studies into Business & Professional Curricula	612(c)(1B) Business/Prof. Training for Language/Int'l Studies Faculty/Students	612(c)(1C) Enhanced Int'l Expertise of Professionals	612(c)(1D) Collaborative Programs	612(c)(1E) Int'l & Integrated Curricula	612(c)(1F) Research Promoting US Competitiveness	612(c)(2A) Overseas Internships	612(c)(2B) Links with Overseas Entities	612(c)(2C) Summer Institutes	612(c)(2D) Study Abroad Opportunities	612(c)(2E) Internationalization of Other Institutions	612(c)(2F) Technology-related Programs	1. Collaboration with Assoc./Businesses on Internships & Job Opportunities	2. Collaboration with MSI/Com. Colleges	Language Instruction & Assessment
Business Languages	7a. BL Client Consulting Courses	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓	✓		✓			✓		✓
	7b. BL Study Abroad @ Home	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓									✓		✓
	7c. BL Career Corner Podcast	✓			✓		✓		✓	✓	✓	✓						✓				✓
	7d. BL Online Case Clearinghouse	✓	✓		✓		✓		✓	✓	✓	✓			✓			✓				✓
	7e. BL Certificate Program	✓	✓	✓	✓			✓	✓	✓				✓	✓		✓					✓
	7f(i). BL Prof. Development Workshops	✓	✓			✓	✓		✓	✓	✓	✓						✓			✓	✓
	7f(ii). BL Immersion Workshops	✓	✓			✓	✓		✓	✓	✓	✓			✓		✓					✓
	7f(iii). BL Add-ons for FDIBs	✓	✓	✓			✓	✓	✓	✓								✓				✓
	7g. CIBER Network BL Conference	✓	✓						✓	✓	✓	✓						✓				✓
	7h. BL Research & Teaching Grants	✓	✓	✓			✓	✓	✓	✓	✓	✓						✓				✓
	7i. Global Business Languages Journal	✓	✓				✓		✓	✓	✓	✓						✓				✓

EXHIBIT 3.9 LEVERAGING GWSB STUDENT ORGANIZATIONS

The Undergraduate Business Association (UBA) is the umbrella organization that unites all undergraduate affiliate student business organizations. Through co-hosting and sponsorship of affiliate organizations' programs and events, the UBA fosters collaboration and awareness within the GWSB. The UBA works directly with faculty, administration, and students to strengthen the GWSB community.

GW-CIBER has engaged a core group of students from these organizations to serve as the Center's advisors and ambassadors.

Empowering both our affiliate organizations and students to achieve their goals and enhance their GWSB experience academically, socially and professionally.

2018 GW-CIBER UNDERGRADUATE STUDENT ADVISORY BOARD

Jonathan DeLouis - UBA
McKinley Hall - TAMID
Joseph Inhorn - IB Student Org
Joseph Manzo - RELA Community of Practice
Luis Otero - GW Posse Program
Leah Pettersson - Alpha Kappa Psi
Anthony Sulfaro - TAMID



EXHIBIT 3.10 GW ALUMNI CHAPTERS AROUND THE WORLD – INTERNSHIP OPPORTUNITIES

30+ Alumni Chapters across FOUR Continents



THE FIVE LARGEST INTERNATIONAL GW ALUMNI NETWORKS

- ✦ South Korea – 950 alumni
- ✦ China – 900 alumni
- ✦ Taiwan – 750 alumni
- ✦ Japan – 650 alumni
- ✦ Thailand – 550 alumni

Most Active:
China, Singapore
South Korea, U.K.

EUROPE	AMERICAS	MIDDLE EAST	ASIA
Paris	Buenos Aires	Tel-Aviv	Beijing
Berlin	Toronto	Beirut	Shanghai
Munich	Bogota	Riyadh	Hong Kong
Athens	Mexico City	Abu Dhabi	New Delhi
London	Lima		Bangalore
Geneva			Mumbai
Istanbul			Jakarta
Rome			Tokyo
			Almaty
			Astana
			Singapore
			Taipei
			Bangkok
			Seoul
			Guangzhou



EXHIBIT 3.11 GLOBAL MBA CONSULTING ABROAD PROJECTS - PAST DESTINATIONS, PROJECTS, AND CLIENTS

As part of the Global MBA curriculum, all first-year students participate in one of several Consulting Abroad Projects (CAPs). A three-course sequence is taken during the spring semester, and it is designed to assist students in preparing and implementing their projects. Although locations vary depending on the area of faculty expertise, when evaluating project proposals priority is given to diversity in geographic regions and business sectors. Below is information about past CAPs.

Countries & Cities	Years	Clients	Project Topics
Argentina Buenos Aires Mendoza	2017 2016 2014	Cefeidas Group; Solarmate; Banco Supervielle; BioGas Argentina; IMPSA; ALP Group S.A.	Banking & Co-working; Strategy & market entry; CleanTech
Australia Melbourne	2018 2017	The Good Foundation; CPA Australia; cargo Crew; City of Melbourne	Agile workforce development; Consumer success plans; Business plan dev't; Strategy & market entry
Brazil Rio de Janeiro Santarem	2012	Projeto Saude e Alegria (PSA)	Micro-enterprise dev't; Tourism Management
China Beijing Shanghai	2018 2017 2016 2015 2014	Shenzhen Airlines Hotels Group; Shenzhen Overseas Chinese Town East; Marriott International; Jin Jiang Metropolo; Hotel Management Co	Talent dev't strategy; Nano- technology; E-Commerce & brand dev't; Hospitality
Ghana Accra	2011	CraftPro; Pineapple producer	Import-Export Strategy
Croatia & Greece Zagreb Athens	2016	Anikya (Ottoman Iznik tiles); Medianova	Business strategies for SMEs; Market entry into emerging markets
India Delhi Mumbai	2015 2014 2013 2012 2010	Maruti; Lumax; Minda Industries Ltd; Samvardhana Motherson Group; Subros; Crisil; Mahindra Automotive North America	Smart Cities; Supply Chain Management Market Entry Finance; Int'l Marketing & Strategy
Mexico Mexico City Monterrey	2010 2009	Caja San Nicolas; Credituyo	Micro-finance; Foreign Market Assessment & Entry
Peru Lima	2018 2013 2012	Universal McCann; Sodexo Peru; Belcorp	Corporate Non-marketing Strategy; PPP dev't plan; Market Strategy and Market Entry; Media; Sales Strategy

Countries & Cities	Years	Clients	Project Topics
Rwanda Kigali	2015 2014 2013 2012	Rwanda Development Board; Ikirezi Natural Products; Norelga Macadamia Rwanda; Shenga Coffee; Coproviba; Agasaro Organic; BN Producers; Urwego Opportunity Bank (UOB)	SMEs Agribusiness Micro-finance
Serbia Belgrade	2011 2010	5 companies	Agri-Food Marketing
South Africa Cape Town	2018 2017 2016	Thokozani; Takealot; Zoon; Newtown Partners; Focus on startup companies.	Int'l market expansion strategy; Branding and Marketing & Human Capital; Disruptive technologies identification.
South Korea Seoul	2010	SK Energy; Hyosung	Business & Public Policy
Spain Barcelona	2009	Derbi	Strategy Recommendation
Sweden Gothenburg Malmö; Mälardalen Stockholm Västerås	2015 2013 2012 2011	CELLFAB; DISWIC; Firefly; Hexicon; WFS; Cortus; ClimaCheck; Heliospectra; Vida International; Zpecta; Secoil; Taurus Energy; ClimateWell; IB Cleaning; I-Tech; Swebo Bioenergy	SMEs; Marketing Green Technology
Turkey Bursa Istanbul	2015 2014 2013 2012 2011	Beyman, Sutas; Ford Otosan; Acibade; Istanbul Stock Exchange; ITKIB; Pantera; Sunteks	Energy; Luxury Marketing; Market-Entry; Finance; Textile Manufacturing
Vietnam Ho Chi Minh City	2018 2017 2016 2011 2009	Siemens; Maybank; Morgan Stanley; Saigon Securities; Alitrip (Taobao Travel); Ho Chi Minh Stock Exchange; Intel; Nga; Deutsche Bank AG; IndoChina	Industry growth analysis; Construction & Agriculture; Financial Service; Firm rebranding; Finance & Marketing

EXHIBIT 3.12 SUMMER DOCTORAL INSTITUTE ALUMNI BACKGROUND

HOME INSTITUTIONS (SAMPLE)

Aalto University, Finland
Auburn University
Boston University
Case Western Reserve
Columbia University
Cornell University
Duke University
Florida International University
Florida State University
Georgia Institute of Technology
Georgia State University
Harvard University
Michigan State University
MIT
Old Dominion University
Syracuse University
Texas A&M
Tulane University
University of Illinois – UC
University of California, Berkeley
University of California, San Diego
University of Chicago
University of Colorado
University of Delaware
University of Georgia
University of Houston
University of Maryland
University of Miami
University of Oklahoma
University of Pennsylvania
University of Pittsburgh
University of Rochester
University of South Carolina
University of Texas at Austin
University of Wisconsin, Madison
Virginia Tech

MAJORS

Building Construction
Business
Comparative Politics
Economics
Finance and Econometrics
Geography
Government
Health Economics
Human Resources
Industrial Engineering
Int'l Economic Development
International Affairs
International Business
Management
Marketing
Organizational Behavior
Political Science
Public Administration
Public Affairs
Public Policy
Retailing
Sociology
Strategic Management
Strategy and Innovation
Urban and Public Policy



"The SDI offers a unique and rewarding experience for doctoral students in a variety of majors. Participating with peers outside of my field of study allowed me to gain new perspectives on where international business literature stands in the various fields, which I was then able to incorporate into my current project. The CIBER faculty and staff truly engage in everyone's projects giving a sense of community and support throughout the program. The collaboration in the SDI has provided me a network of scholars with invaluable worth going forward in my career."



EXHIBIT 3.13 THE NORDIC MODEL FOR INNOVATION



**CLEANTECH
VENTURE
DAY®**
12-13 JUNE 2018 | FINLAND



**Nordic
Scalers**

Social safety net
Extensive public services
Sustainable technology solutions
Government funding for R&D
Gender equality
Collaboration



EXHIBIT 3.14 GW-CIBER TRADE AND EXPORT RELATED INITIATIVES

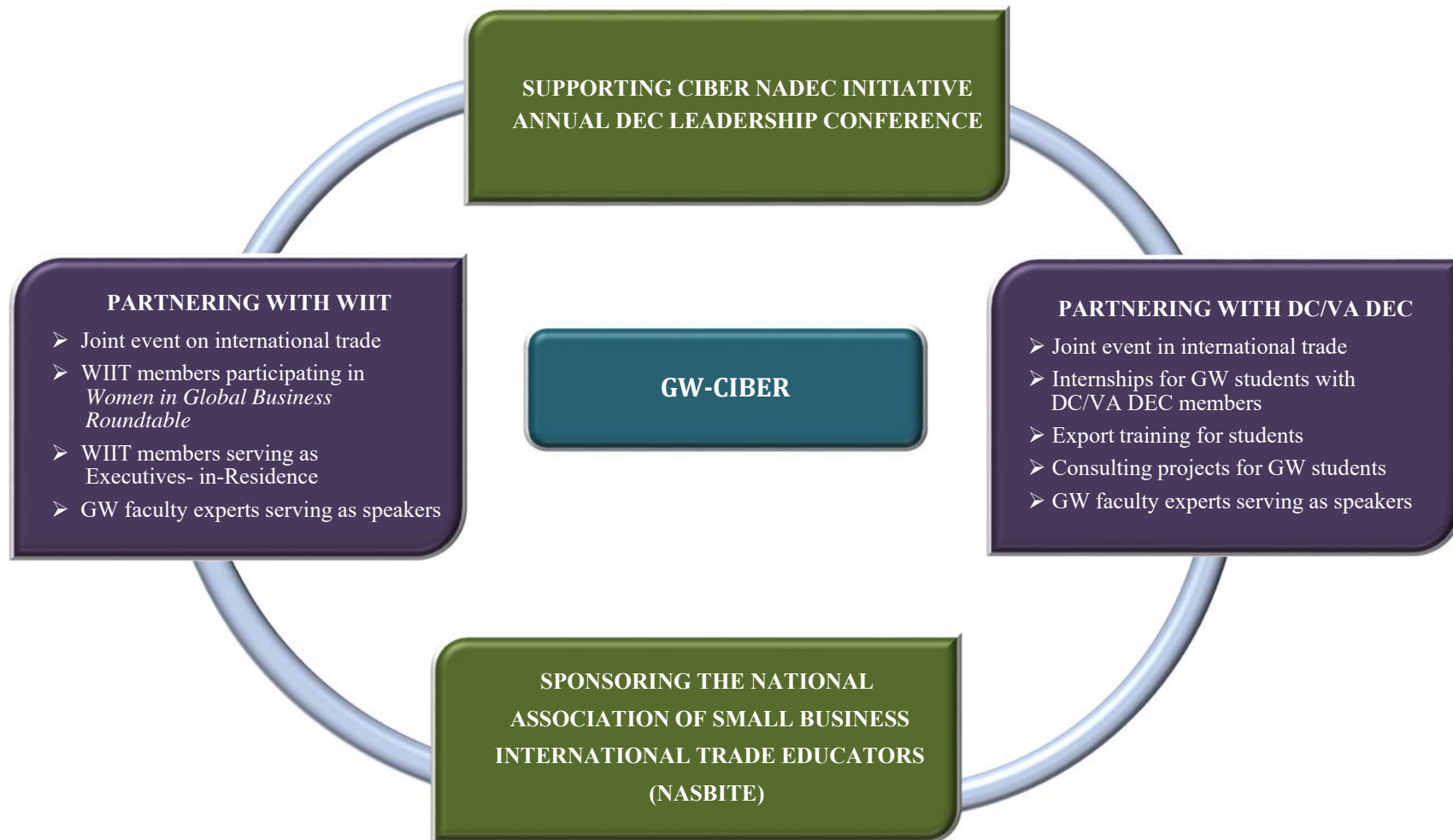


EXHIBIT 3.15 FOREIGN LANGUAGE OFFERINGS AT GW

<u>ARABIC</u>	
Advanced Arabic Film and Culture in English Arabic and Arab Identity Arabic Narratives Through the Ages Arabic-English Translation Beginning Arabic I & II: First-year Business Arabic*	Elementary Arabic I & II Intensive Intermediate/ Advanced Arabic I & II Intermediate Arabic I & II: Second-year Islamic Political Thought Media Arabic Modern Arabic Literature
<u>CHINESE</u>	
Advanced Conversation and Composition I-II Beginning Chinese I-II Business Chinese* Chinese Culture Through Film Chinese Drama and Theatre Chinese Literature in Translation Chinese Women in Myth, Literature and Film E-learning Tools for Chinese History of the Chinese Language Intensive Beginning Chinese Intermediate Chinese I-IV Introduction to Chinese Linguistics	Introduction to Classical Chinese Introduction to Teaching Chinese as a Foreign Language Poetry of the Tang and Song Periods Proseminar: Readings for the Major in Chinese Language and Literature Readings in Modern Chinese Religion in Modern China Structure of Chinese Taiwanese Literature and Film Traditional Chinese Theatre and Drama
<u>FRENCH</u>	
Advanced French Grammar and Style Basic French I & II; Intermediate French I & II Business French Module* Contemporary France Contemporary French Theater Introduction to French Literature Language, Culture, and Society I & II	Lustful Women in French Medieval Literature Medieval and Early Modern French Literature in Context Modern French Literature Moliere Monsters & Marvels in Med Lit Writing Paris
<u>GERMAN</u>	
Business German* First Year German I & II From Romanticism to Realism German Cinema After 1945 German Culture - in English Intermediate German I & II	Introduction to German Literature-in English Introduction to German Studies Second Year German I & II The Fairy Tale from the Grimms to Disney – in English The Lives of East Germans
<u>GREEK</u>	
Beginning Greek: Classical I & II Intermediate Greek: Classical I Major Greek Authors I Euripides	
<u>HEBREW</u>	
Beginning Hebrew I & II Business Module* Gender & Sexuality in Israel Hebrew Conversation	Intermediate Hebrew I & II Israeli Cinema Modern Hebrew Fiction

ITALIAN				
Advanced Italian Grammar and Style		Italian Journeys Medieval to Postmodern		
Basic Italian I & II		Italian Literature and Culture in Translation		
Business Italian Module*		Language, Culture & Society I & II		
Contemporary Italian Cinema		Modern Italian Novel		
History of Italian Film		The Italian American Experience		
Intermediate Italian I & II				
JAPANESE				
Dean’s Seminar		Japanese Literature in Translation		
Beginning Japanese I & II		Introduction to Japanese Linguistics I & II		
Business Japanese module*		Readings in Modern Japanese		
Intensive Beginning Japanese		Introduction to Bungo, Literary Japanese		
Intermediate Japanese I-IV		Advanced Conversation and Composition I & II		
Intensive Intermediate Japanese				
KOREAN				
Beginning Korean I & II		Korean Culture Through Film		
Intermediate Korean I-IV (III & IV - business focused)*		Korean Literature in Translation		
Introduction to Korean Linguistics		Readings in Modern Korean		
Korean Arts and Culture				
PERSIAN	Advanced Persian	Beginning Persian I & II	Intermediate Persian I & II	Media Persian
PORTUGUESE				
Applied Portuguese Grammar		Composition and Conversation		
Basic Portuguese I & II		Intermediate Portuguese I & II		
RUSSIAN				
19th-Century Russian Prose		Introduction to Russian Literature I & II		
20th Century Russian Literature to World War II		Introduction to Russian Cinema I & II		
20th-Century Russian Poetry		Russia Today: Topics in Advanced Russian I & II		
Business Russian*		Russian Culture to 1825		
First-Year Russian I & II		Russian Literature from World War II to the Present		
Intensive Basic Russian I & II		Second-Year Russian I & II		
Intermediate Russian I & II				
SPANISH				
Environmental & Social Sustainability in Latin America		Intensive Intermediate Spanish		
Advanced Spanish I & II		Intermediate Spanish I & II		
Advanced Spanish Service-Learning		Literary Translation		
Advanced Spanish Writing		Medieval Iberia in the Modern World		
Afro-Latin America in the Diaspora		Queer Latin America		
Bilingualism in the Spanish-Speaking World		Readings in Spanish and Latin American Literature		
Caribbean Literature and Culture		Spanish Applied Linguistics		
Contemporary Narrative in Latin America		Studies in Latinx Cultural Production		
Enlightenment Spain		The Myth of the Two Spains		
Heresy and the Other in Early Modern Iberia		Theatre of Spain and Latin America		
Intensive Beginning Spanish: Spanish-speaking world		Topics in the Avant-garde		
Intensive Elementary Spanish		Women Writers of Spain and Latin America		
TURKISH	Beginning Turkish I & II		Intermediate Turkish I & II	
VIETNAMESE	Beginning Vietnamese I & II		Intermediate Vietnamese I & II	
YIDDISH	Yiddish for Reading and Conversation I & II			

**Course/module designed with GW-CIBER support and currently offered at GW*

EXHIBIT 4.1 GW-CIBER PROGRAM STAKEHOLDERS

GW CIBER Objectives / Initiatives		GW					CIBERS / OTHER COLLEGES / UNIV.				K- 12	MSIs & CCs	NGOs	INT'L ORGS	POLICY			BUSINESS	
		Undergraduates	Master's Level Students	Doctoral Students	Faculty	Alumni	Undergraduate Students	Master's Level Students	Doctoral Students	Faculty	Students & Faculty	Students & Faculty	Local, National, Int'l NGOs	Multilateral Institutions	Local/State Government	Federal Agencies	Policy Research Orgs	Washington, DC area Firms	US Firms
IB Regional Consortium	1a. Annual Consortium Meetings				■					■									
	1b. Annual IB Research Conference			■	■				■	■		■	■	■	■		■		
	1c. Joint IB Course-Export Consulting		■					■											
	1d. Energy Boom ExecEd Initiative												■		■	■			■
	1e. iGeneration Globalization Perceptions Study	■					■												
Increase Students' Exposure to IB	2a. Curriculum Development RFP			■	■					■		■							
	2b. Undergraduate IB Minor	■																	
	2c. Online MBA IB Courses		■																
	2d. <i>Rising Market Powers</i> Course																		
	2e. Global BBA Enhancement	■																	
	2f(i). UG Student Advisory Board	■																	
	2f(ii). IB Case Competition	■																	
	2f(iii). Global Mindset Workshop	■																	
	2g. Speaker Database & Series	■	■	■	■	■	■	■	■	■		■	■	■	■	■	■	■	■
	2h. Visit. Scholar-Student Integration	■	■				■	■					■	■					

GW CIBER Objectives / Initiatives		GW					CIBERS / OTHER COLLEGES / UNIV.				K- 12	MSIs & CCs	NGOs	INT'L ORGs	POLICY			BUSINESS	
		Undergraduates	Master's Level Students	Doctoral Students	Faculty	Alumni	Undergraduate Students	Master's Level Students	Doctoral Students	Faculty	Students & Faculty	Students & Faculty	Local, National, Int'l NGOs	Multilateral Institutions	Local/State Government	Federal Agencies	Policy Research Orgs	Washington, DC area Firms	US Firms
Collaboration with Business for Student Training	3a. Student Export Training – w/ DEC	■	■										■	■	■			■	■
	3b. IB Internship Program w/ Alumni	■	■			■							■	■					■
	3c. Joint Consulting Course w/ SEAS		■															■	■
	3d. Managing Virtual Teams Course	■					■					■							
	3e. Consulting Abroad Program (CAP)		■															■	■
	3f. CAP for non-GMBA Students	■	■					■				■						■	■
	3g. IB Community of Practice (CoP)	■				■													
	3h. IB Career Treks	■	■			■	■	■				■			■			■	■
	3i. Women in IB Careers Initiative	■	■			■							■	■	■	■	■	■	■
	3j. Executive-in-Residence Program	■	■			■							■	■	■	■	■	■	■
Multi-disciplinary Research Programs	4a. Research Projects RFP			■	■							■	■	■	■	■	■	■	■
	4b. GLOB-S Lab	■	■	■	■		■	■	■	■		■	■	■	■	■	■	■	■
	4c. Interdisciplinary Res. Conference			■	■				■	■		■	■	■	■	■	■	■	■
	4d. Integrating Business Curricula Workshop			■	■				■	■		■							
	4e. Innovation Workshops			■	■				■	■		■	■	■	■	■	■	■	■
	4f. DMV-area IB Research Network			■	■				■	■		■							
	4g. Summer Doctoral Institute			■	■				■			■							

GW CIBER Objectives / Initiatives		GW					CIBERS / OTHER COLLEGES / UNIV.				K-12	MSIs & CCs	NGOs	INT'L ORGs	POLICY			BUSINESS	
		Undergraduates	Master's Level Students	Doctoral Students	Faculty	Alumni	Undergraduate Students	Master's Level Students	Doctoral Students	Faculty	Students & Faculty	Students & Faculty	Local, National, Int'l NGOs	Multilateral Institutions	Local/State Government	Federal Agencies	Policy Research Orgs	Washington, DC area Firms	US Firms
Academic Outreach & Faculty Development	5a. Overseas FDIBs			■	■	■			■	■		■	■	■			■	■	■
	5b. Migration Matters Workshop			■	■				■	■		■	■	■	■	■	■	■	■
	5c. MSI/CC Consortia									■		■							
	5d(i) HUSB Program Revision Support				■		■	■				■							
	5d(ii). FDIB Support - HUSB Faculty									■		■							
	5d(iii). HUSB Student Engagement						■	■				■							
	5e(i). Prof. Dev. Program - CC Faculty									■		■							
	5e(ii). IB Career Treks - CC Students						■	■				■			■	■		■	■
	5f. CIBER Country Studies	■	■	■	■		■	■	■	■		■	■	■				■	■
	5g. Professional Development Funding		■	■					■	■		■							

GW CIBER Objectives / Initiatives		GW					CIBERS / OTHER COLLEGES / UNIV.				K-12	MSIs & CCs	NGOs	INT'L ORGs	POLICY			BUSINESS	
		Undergraduates	Master's Level Students	Doctoral Students	Faculty	Alumni	Undergraduate Students	Master's Level Students	Doctoral Students	Faculty	Students & Faculty	Students & Faculty	Local, National, Int'l NGOs	Multilateral Institutions	Local/State Government	Federal Agencies	Policy Research Orgs	Washington, DC area Firms	US Firms
Business & Policy Outreach	6a. I-Corps/Tech Startup Internationalization		■	■	■	■									■	■	■	■	■
	6b(i). Nordic Innovation - Speakers	■	■	■	■	■	■	■	■	■		■	■	■	■	■	■	■	■
	6b(ii). Nordic Innovation - PDIB			■	■				■	■		■	■	■	■	■	■	■	■
	6b(iii). Nordic Innovation - KTH Partnership	■	■				■	■											
	6c(i). VA/DC DEC Export University				■										■	■	■	■	■
	6c(ii). Annual Trade Forum	■	■	■	■	■	■	■	■	■		■	■	■	■	■	■	■	■
	6c(iii). CIBER-NADEC Initiative	■	■												■	■	■	■	■
	6c(iv). NASBITE Sponsorship														■	■	■	■	■
	6d. Inclusive Globalization Symposium Series	■	■	■	■	■	■	■	■	■		■	■	■	■	■	■	■	■
	6e. G2@GW Conference	■	■	■	■	■	■	■	■	■		■	■	■	■	■	■	■	■
	6f. Outreach Projects RFP	■	■	■	■	■	■	■	■	■		■	■	■	■		■	■	■
	6g. GW-CIBER IB Video Library	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■

GW CIBER Objectives / Initiatives		GW					CIBERS / OTHER COLLEGES / UNIV.				K- 12	MSIs & CCs	NGOs	INT'L ORGs	POLICY			BUSINESS	
		Undergraduates	Master's Level Students	Doctoral Students	Faculty	Alumni	Undergraduate Students	Master's Level Students	Doctoral Students	Faculty	Students & Faculty	Students & Faculty	Local, National, Int'l NGOs	Multilateral Institutions	Local/State Government	Federal Agencies	Policy Research Orgs	Washington, DC area Firms	US Firms
Business Languages	7a. BL Client Consulting Courses	■	■		■													■	■
	7b. BL Study Abroad @ Home	■											■	■	■	■	■	■	■
	7c. BL Career Corner Podcast	■	■		■		■	■	■	■	■	■	■	■	■	■	■	■	■
	7d. BL Online Case Clearinghouse	■	■		■		■	■	■	■	■	■							
	7e. BL Certificate Program	■	■																
	7f(i). BL Prof. Development Workshops		■	■	■	■		■	■	■	■	■	■	■	■	■	■	■	■
	7f(ii). BL Immersion Workshops		■	■	■	■		■	■	■	■	■	■	■	■	■	■	■	■
	7f(iii). BL Add-ons for FDIBs				■				■	■		■							
	7g. CIBER Network BL Conference				■				■	■	■	■							
	7h. BL Research & Teaching Grants				■					■	■	■							
	7i. <i>Global Business Languages Journal</i>				■				■	■	■	■							

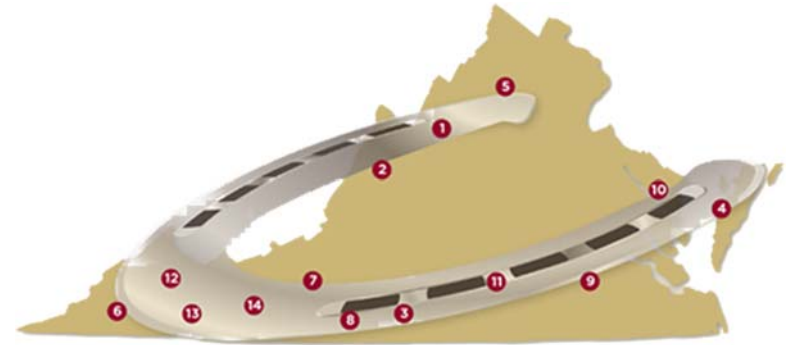
EXHIBIT 4.2 RURAL VIRGINIA HORSESHOE INITIATIVE

Preparing people in the rural horseshoe for the jobs of the future

The Virginia Foundation for Community College Education (VFCCE) has launched the Rural Virginia Horseshoe Initiative to transform Virginia's rural communities through higher education and 21st century job skills.

*In Virginia's "rural horseshoe," high school too often marks the end of the educational line, resulting in a lifetime of reduced opportunities that ripple across generations. Drawing a line from Virginia's Eastern shore westward across Southside to Southwest Virginia, and then up the Shenandoah Valley, you trace an arc that represents **75 percent of the Commonwealth's geography**, where **half million people have less than a high school education**. As a result, Virginia ranks 31st nationally in the percentage of residents with at least a high school equivalency credential. Virginia's Community Colleges are uniquely positioned to help.*

<http://www.vccs.edu/giving/rural-horseshoe-initiative/>



MAP KEY

- 01 Blue Ridge Community College
- 02 Dabney S. Lancaster Community College
- 03 Danville Community College
- 04 Eastern Shore Community College
- 05 Lord Fairfax Community College
- 06 Mountain Empire Community College
- 07 New River Community College
- 08 Patrick Henry Community College
- 09 Paul D. Camp Community College
- 10 Rappahannock Community College
- 11 Southside Community College
- 12 Southwest Virginia Community College
- 13 Virginia Highlands Community College
- 14 Wytheville Community College

EXHIBIT 4.3 THE WASHINGTON, DC AREA CONSORTIUM OF UNIVERSITIES

The Consortium is a nonprofit educational association of 17 member colleges and universities representing nearly 290,000 students committed to the advancement of higher education in the Washington Metropolitan Area. Through cross-registration arrangements, students are allowed to register for courses offered at other member institutions. Therefore, non-GW students who register for courses at GW will directly benefit from GW-CIBER's programming.

 <p><u>American University</u> 7,901 Undergraduates 5,446 Graduates 13,347 Total</p>	 <p><u>Catholic University of America</u> 3,480 Undergraduates 3,041 Graduates 6,521 Total</p>
 <p><u>Gallaudet University</u> 1,874 Undergraduates 466 Graduates 2,340 Total</p>	 <p><u>George Mason University</u> 24,149 Undergraduates 10,358 Graduates 35,047 Total</p>
 <p><u>George Washington University</u> 11,244 Undergraduates 15,486 Graduates 27,159 Total</p>	 <p><u>Georgetown University</u> 7,636 Undergraduates 10,213 Graduates 17,849 Total</p>
 <p><u>Howard University</u> 6,688 Undergraduates 1,837 Graduates 10,002 Total</p>	 <p><u>Marymount University</u> 2,373 Undergraduates 1,260 Graduates 3,633 Total</p>
 <p><u>Montgomery College</u> 60,000 Total Enrollment</p>	 <p><u>National Defense Intelligence College</u> 715 Total Enrollment</p>
 <p><u>National Defense University</u> 6,375 Total Enrollment</p>	 <p><u>Northern Virginia Community College</u> 76,868 Total Enrollment</p>
 <p><u>Prince George's Community College</u> 40,000 Total Enrollment</p>	 <p><u>Trinity Washington University</u> 2,100 Total Enrollment</p>
 <p><u>University of Maryland - College Park</u> 28,472 Undergraduates 10,611 Graduates 39,083 Total</p>	 <p><u>University of the DC</u> 5,137 Undergraduates 234 Graduates 6,000 Total</p>
 <p><u>Uniformed Services University of the Health Sciences</u> 1,200 Graduates</p>	 <p>Consortium of Universities of Washington Metropolitan Area www.consortium.org</p>

EXHIBIT 4.4 SAMPLE OF SYNERGIES AMONG GW-CIBER'S INITIATIVES

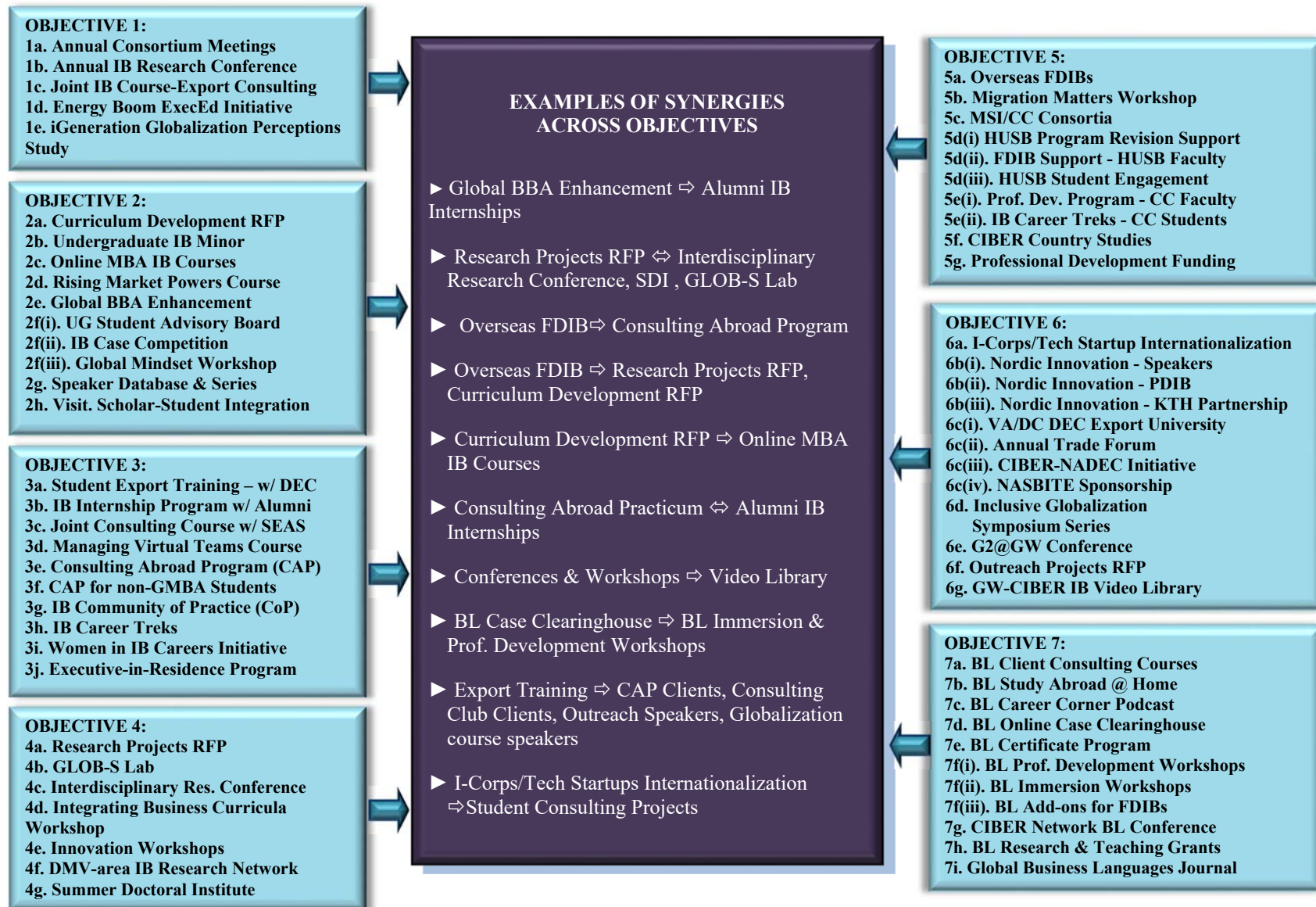


EXHIBIT 4.5 GW-CIBER'S ACTIVITIES BY FOCAL AREA

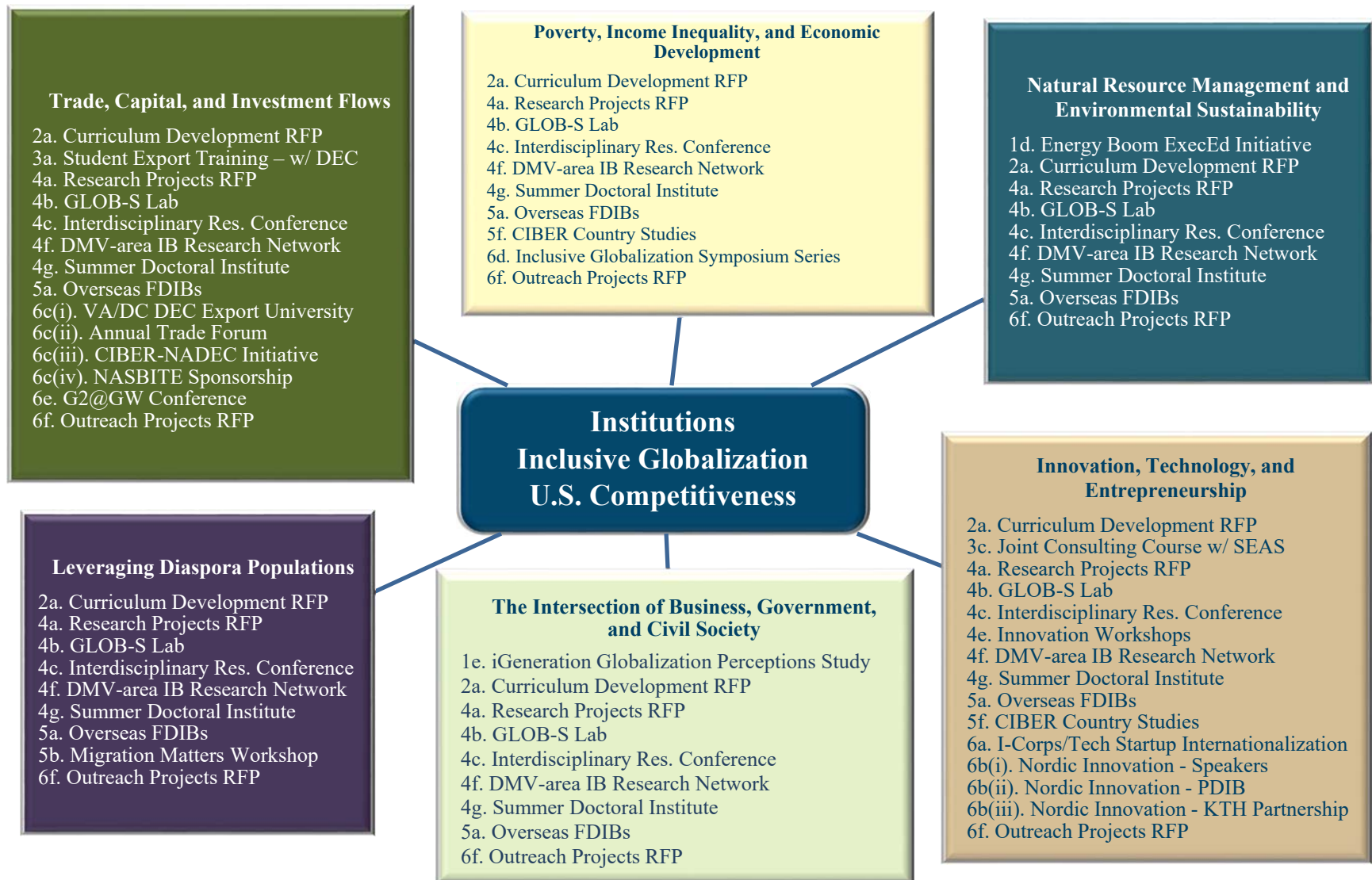


EXHIBIT 4.6 GW DEPARTMENT AFFILIATIONS OF LIKELY RFP RECIPIENTS

Anthropology
Center for Latin American Issues
Decision Sciences
Economics
Education & Human Development
Elliott School of International Affairs
Emergency Medicine
Engineering Management & Systems Engineering
Finance
Geography
Information Systems & Technology Management
International Business
Management
Political Science
Public Health
Romance, German, and Slavic Languages & Literatures
Public Policy & Public Administration
Strategic Management & Public Policy

Note:

Faculty and/or Doctoral students from each of the above departments have received funding in past RFP cycles

EXHIBIT 5.1 GW-CIBER ORGANIZATIONAL CHART

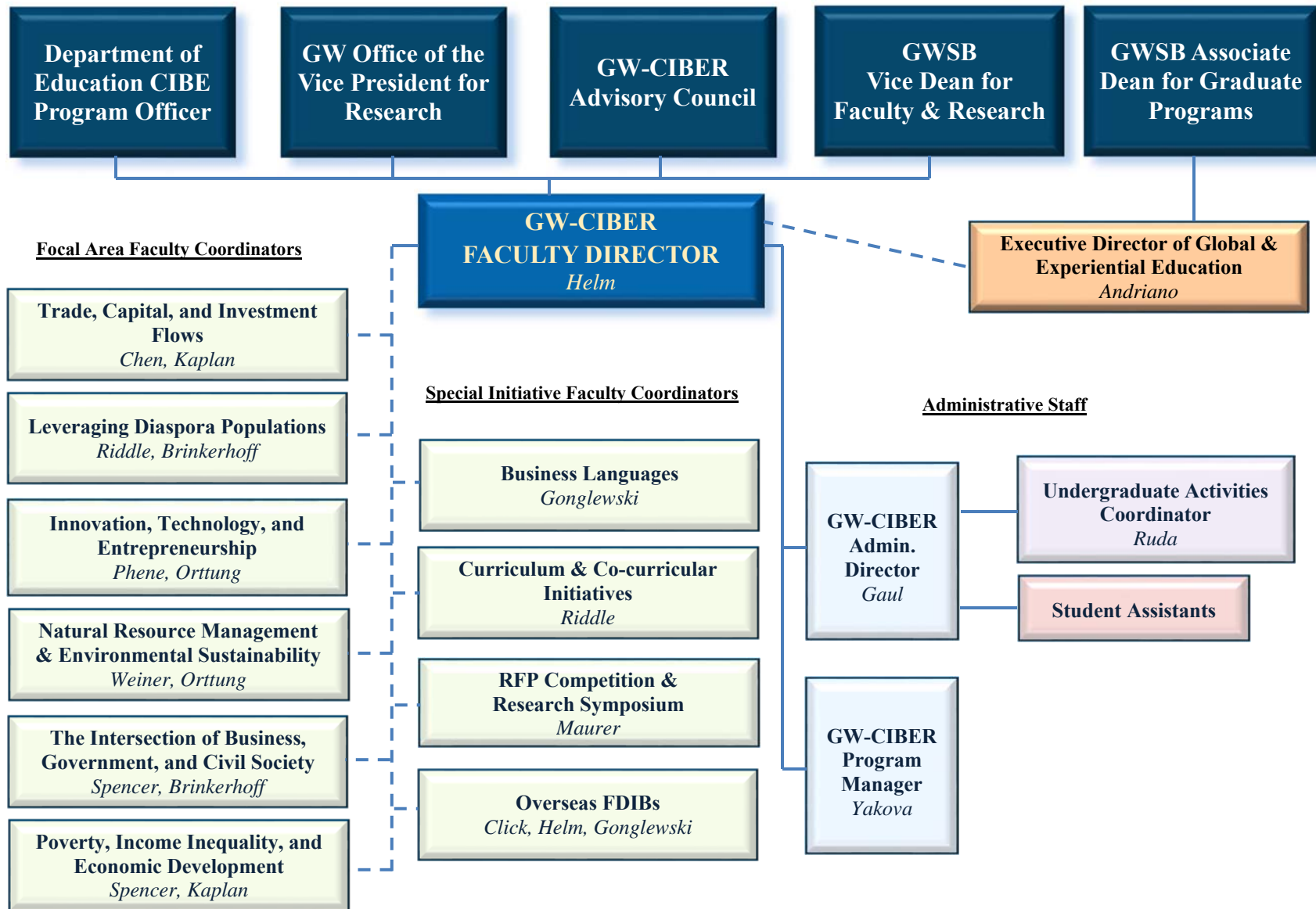


EXHIBIT 5.2 GW-CIBER PROGRAM DESIGN & WORKFLOW

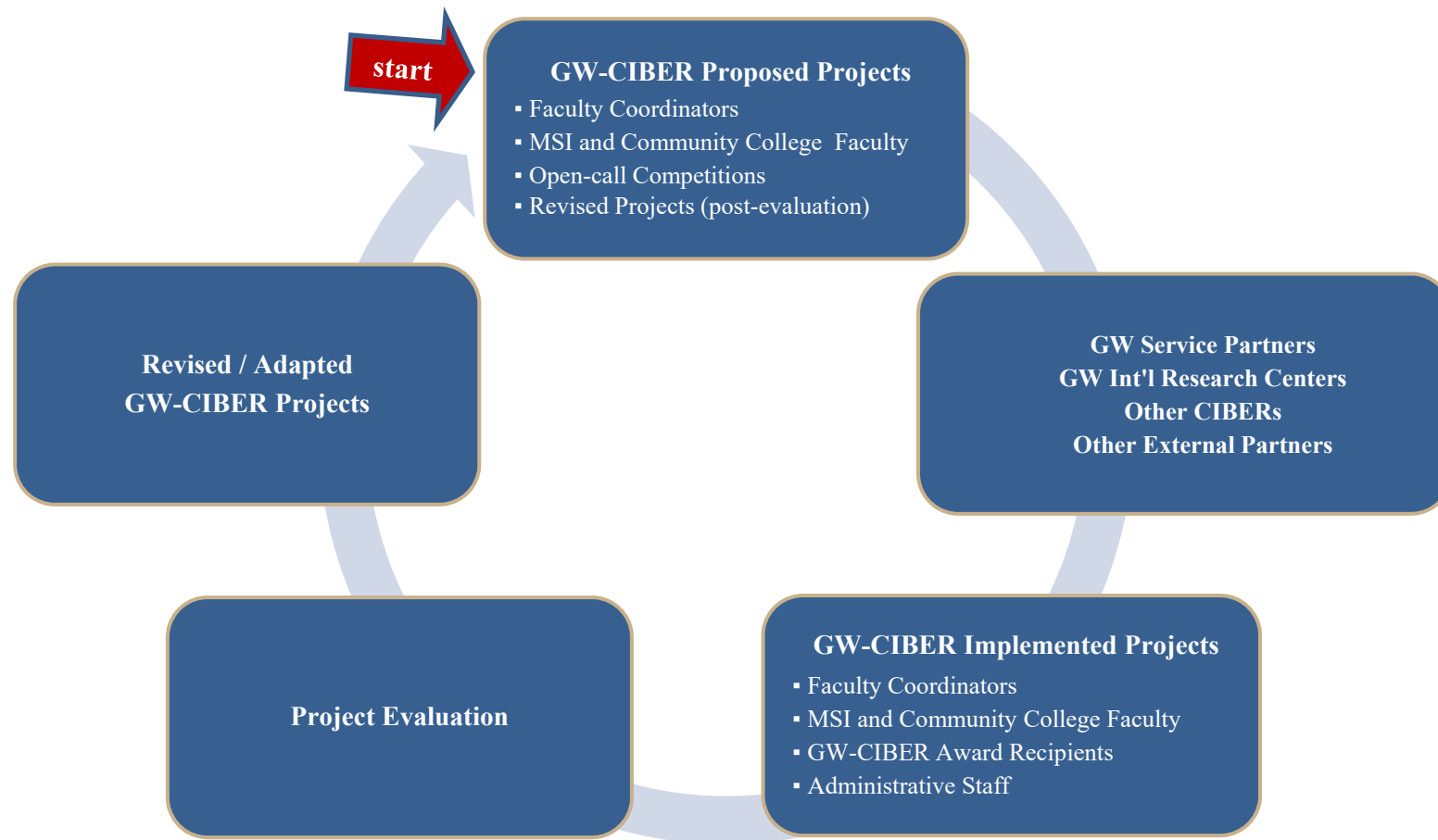


EXHIBIT 5.3 GW SERVICE PARTNERS FOR GW-CIBER

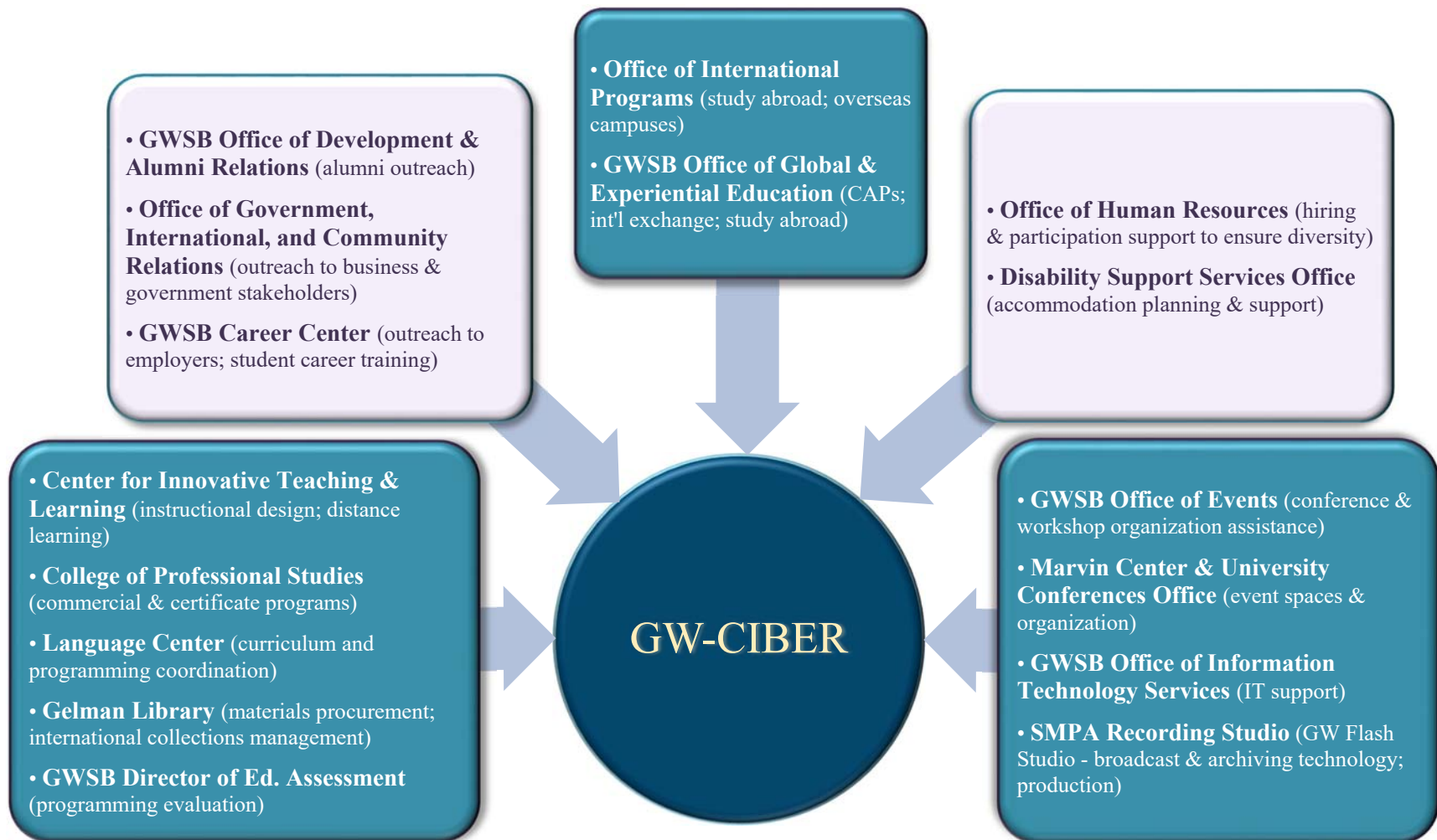


EXHIBIT 5.4 GW-CIBER MANAGEMENT PLAN: ACTIVITY LEAD, PARTNERS, TIMELINE

GW CIBER Objectives / Initiatives		GW-CIBER LEAD	PARTNERS	ACTIVITY YEAR
IB Regional Consortium	1a. Annual Consortium Meetings	Anna Helm	University of Richmond, West Virginia University	Years 1,2,3,4
	1b. Annual IB Research Conference	Anna Helm	University of Richmond, West Virginia University	Years 1,2,3,4
	1c. Joint IB Course-Export Consulting	Anna Helm	University of Richmond, West Virginia University	Years 1,2,3,4
	1d. Energy Boom ExecEd Initiative	Robert Weiner	University of Richmond, West Virginia University	Years 1,2,3,4
	1e. iGeneration Globalization Perceptions Study	Liesl Riddle	University of Richmond, West Virginia University	Years 1,2,3,4
Increase Students' Exposure to IB	2a. Curriculum Development RFP	Noel Maurer; FCB; RFP Recipients	n/a	Years 1,2,3,4
	2b. Undergraduate IB Minor	Anna Helm; IB Department Chair	IB Department	Year 1
	2c. Online MBA IB Courses	Anna Helm; Liesl Riddle	GWSB Office of Graduate Programs	Years 1,2,3,4
	2d. <i>Rising Market Powers</i> Course	Stephen Kaplan	IB Department; Department of Political Science	Year 2
	2e. Global BBA Enhancement	GW-CIBER Staff	GWSB Office of Global and Experiential Education	Years 1,2,3,4
	2f(i). UG Student Advisory Board	GW-CIBER Staff	GWSB Office of Undergraduate Programs	Years 1,2,3,4
	2f(ii). IB Case Competition	Liesl Riddle	CUIBE	Years 1,2,3,4
	2f(iii). Global Mindset Workshop	GW-CIBER Staff; Stacie Berdan	GWSB Office of Undergraduate Programs	Years 1,2,3,4
	2g. Speaker Database & Series	GW-CIBER Staff	Various Organizations	Years 1,2,3,4
	2h. Visit. Scholar-Student Integration	GW-CIBER Staff	Capital Markets Program; Ford Foundation Fellows Program	Years 1,2,3,4

GW CIBER Objectives / Initiatives		GW-CIBER LEAD	PARTNERS	ACTIVITY YEAR
Collaboration with Business for Student Training	3a. Student Export Training – w/ DEC	GW-CIBER Staff	VA/DC DEC	Years 1,2,3,4
	3b. IB Internship Program w/ Alumni	GW-CIBER Staff	GWSB Development & Alumni Office; GW Alumni Associations Abroad	Years 1,2,3,4
	3c. Joint Consulting Course w/ SEAS	Anna Helm	SEAS	Years 1,2,3,4
	3d. Managing Virtual Teams Course	Liesl Riddle	X-Culture Project	Years 1,2,3,4
	3e. Consulting Abroad Program (CAP)	Bryan Andriano; GW-CIBER Staff	GWSB Office of Global and Experiential Education	Years 1,2,3,4
	3f. CAP for non-GMBA Students	Bryan Andriano; GW-CIBER Staff	GWSB Office of Global and Experiential Education	Years 1,2,3,4
	3g. IB Community of Practice (CoP)	GW-CIBER Staff	GWSB Career Center	Years 1,2,3,4
	3h. IB Career Treks	GW-CIBER Staff	GWSB Career Center; VA/DC DEC	Years 1,2,3,4
	3i. Women in IB Careers Initiative	Anna Helm; GW-CIBER Staff, Stacie Berdan	WMBAA	Years 1,2,3,4
	3j. Executive-in-Residence Program	GW-CIBER Staff	GWSB Career Center	Years 1,2,3,4
Multi-disciplinary Research Programs	4a. Research Projects RFP	Noel Maurer; FCB; RFP Recipients	n/a	Years 1,2,3,4
	4b. GLOB-S Lab	Heather Berry; Luis Ballesteros; GW-CIBER Staff	n/a	Years 1,2,3,4
	4c. Interdisciplinary Res. Conference	Noel Maurer; GW-CIBER Staff	UM CIBER; GSU CIBER	Years 1,3
	4d. <i>Integrating Business Curricula</i> Workshop	Anna Helm; Liesl Riddle GW-CIBER Staff	GSU CIBER; Colorado-Denver CIBER	Years 2,4
	4e. Innovation Workshops	Anu Phene; Robert Orttung GW-CIBER Staff	University of Indiana CIBER; Georgia Tech CIBER	Years 1,3
	4f. DMV-area IB Research Network	Anna Helm; GW-CIBER Staff	DMV-area Universities (TBD)	Years 1,2,3,4
	4g. Summer Doctoral Institute	Anna Helm; GW-CIBER Staff	n/a	Years 1,2,3,4

GW CIBER Objectives / Initiatives		GW-CIBER LEAD	PARTNERS	ACTIVITY YEAR
Academic Outreach & Faculty Development	5a. Overseas FDIBs	Faculty Lead; GW-CIBER Staff	BYU CIBER; USC CIBER	Years 1,2,3,4
	5b. Migration Matters Workshop	Liesl Riddle; GW-CIBER Staff	n/a	Years 1,2,3,4
	5c. MSI/CC Consortia	GW-CIBER Staff	CIBER Network	Years 1,2,3,4
	5d(i) HUSB Program Revision Support	GW-CIBER Staff; GW-CIBER FCB	Howard University	Years 1,2,3,4
	5d(ii). FDIB Support - HUSB Faculty	GW-CIBER Staff	Howard University	Years 1,2,3,4
	5d(iii). HUSB Student Engagement	GW-CIBER Staff	Howard University	Years 1,2,3,4
	5e(i). Prof. Dev. Program - CC Faculty	George Hiller; GW-CIBER Staff	TBD	Years 1,2,3,4
	5e(ii). IB Career Treks - CC Students	George Hiller; GW-CIBER Staff	TBD	Years 1,2,3,4
	5f. CIBER Country Studies	GW-CIBER Staff	UMD CIBER	Years 1,4
	5g. Professional Development Funding	Anna Helm; GW-CIBER Staff	n/a	Years 1,2,3,4

GW CIBER Objectives / Initiatives		GW-CIBER LEAD	PARTNERS	ACTIVITY YEAR
Business & Policy Outreach	6a. I-Corps/Tech Startup Internationalization	Anna Helm; GW-CIBER Staff; Jim Chung	GW Office of Innovation & Entrepreneurship; GT-CIBER; Colorado-Denver CIBER; SDSU CIBER	Years 1,2,3,4
	6b(i). Nordic Innovation - Speakers	Anna Helm; GW-CIBER Staff	GW Innovation Center; ESIA; SACC	Years 1,2,3,4
	6b(ii). Nordic Innovation - PDIB	Anna Helm; GW-CIBER Staff	KTH	Year 1
	6b(iii). Nordic Innovation - KTH Partnership	Anna Helm; GW-CIBER Staff	KTH	Years 2,4
	6c(i). VA/DC DEC Export University	GW-CIBER Staff	VA/DC DEC	Years 1,2,3,4
	6c(ii). Annual Trade Forum	GW-CIBER Staff	VA/DC DEC; WIIT	Years 1,2,3,4
	6c(iii). CIBER-NADEC Initiative	GW-CIBER Staff	SDSU CIBER; CIBER Network; NADEC	Years 1,2,3,4
	6c(iv). NASBITE Sponsorship	GW-CIBER Staff	CIBER Network; NASBITE	Years 1,2,3,4
	6d. Inclusive Globalization Symposium Series	Danny Leipziger; GW-CIBER Staff	Growth Dialogue	Years 1,2,4
	6e. G2@GW Conference	GW-CIBER Staff	IIEP	Years 1,2,3,4
	6f. Outreach Projects RFP	Noel Maurer; FCB; RFP Recipients	n/a	Years 1,2,3,4
	6g. GW-CIBER IB Video Library	GW-CIBER Staff	n/a	Years 1,2,3,4

GW CIBER Objectives / Initiatives		GW-CIBER LEAD	PARTNERS	ACTIVITY YEAR
Business Languages	7a. BL Client Consulting Courses	Language Faculty; Margaret Gonglewski; GW-CIBER Staff	GW Language Departments	Years 1,2,3,4
	7b. BL Study Abroad @ Home	Margaret Gonglewski; GW-CIBER Staff	n/a	Years 1,2,3,4
	7c. BL Career Corner Podcast	Margaret Gonglewski; GW-CIBER Staff	n/a	Years 1,2,3,4
	7d. BL Online Case Clearinghouse	Language Faculty; Margaret Gonglewski; GW-CIBER Staff	n/a	Years 1,3
	7e. BL Certificate Program	Margaret Gonglewski; GW-CIBER Staff	n/a	Years 1,2,3,4
	7f(i). BL Prof. Development Workshops	Margaret Gonglewski; GW-CIBER Staff	n/a	Years 1,2,3
	7f(ii). BL Immersion Workshops	Language Faculty; Margaret Gonglewski; GW-CIBER Staff	n/a	Years 2,3,4
	7f(iii). BL Add-ons for FDIBs	Anna Helm; Margaret Gonglewski; GW-CIBER Staff	n/a	Years 2,3,4
	7g. CIBER Network BL Conference	Margaret Gonglewski; GW-CIBER Staff	CIBER Network	Years 2,4
	7h. BL Research & Teaching Grants	Margaret Gonglewski; GW-CIBER Staff	CIBER Network	Years 1,3
	7i. <i>Global Business Languages Journal</i>	Margaret Gonglewski; Mohssen Esseesy; GW-CIBER Staff	TBD	Years 1,2,3,4

EXHIBIT 6 BIOGRAPHICAL INFORMATION FOR KEY FACULTY, PERSONNEL, AND ADVISORY COUNCIL MEMBERS

Herman Aguinis: Professor of Management, Dept. of Management, GWSB

CIBER: *Intersection of Business, Government, and Civil Society*

Education: Ph.D. Industrial and Organizational Psychology, SUNY - Albany

Research Experience: Organizational Performance; Acquisition, Development, and Deployment of Talent; Organizational Research Methods

Teaching Experience: Training and Development; International Management; Global Organizational Effectiveness.

Selected Publications:

“What You See is What You Get? Enhancing Methodological Transparency in Management Research”, 2018, with R. Ramani and N. Alabduljader. *Academy of Management Annals*, Vol. 12: 83-110

“Improving Our Understanding of Moderation and Mediation in Strategic Management Research”. 2017, with J. Edwards and K. Bradley, *Organizational Research Methods*, Vol. 20: 665-685

“Science’s Reproducibility and Replicability Crisis: International Business Is Not Immune”, 2017, with W. Cascio and R. Ramani, *Journal of International Business Studies*, Vol. 48: 653-663

“Using Meta-Analytic Structural Equation Modeling to Advance Strategic Management Research: Guidelines and an Empirical Illustration via the Strategic Leadership-Performance Relationship”, 2016, with D. Bergh, C. Heavey, D. Ketchen, B. Boyd, P. Su, C. Lau, and H. Joo, *Strategic Management Journal*, Vol. 37: 477-497

“The Too-Much-of-a-Good-Thing Effect in Management”, 2013, with J. Pierce, *Journal of Management*, Vol. 39: 313-338

Awards: Michael R. Losey Excellence in Human Resource Research Award (2017); Academy of Management Robert McDonald Advancement of Organizational Research Methodology Award (2015, 2009, & 2002); AOM Research Methods Division Distinguished Career Award (2012); AOM Entrepreneurship Division IDEA Thought Leader Award (2011)

Other: Avram Tucker Distinguished Scholar; Fellow at AOM, Society for Industrial and Organizational Psychology, American Psychological Association; President - Iberoamerican Academy of Management

Bryan Andriano: Executive Director, Office of Global & Experiential Education, GWSB

CIBER: *Experiential Learning*

Education: Ed.D. in Education and Human Development

Research Experience: International Education, Internationalization of Higher Education, Person-Environment Theory, Diversity and Inclusion

Teaching Experience: Group and Organizational Theory; Global Investigations; Current Issues in Higher Education; The American International Campus; Experiential Education

Selected Publications:

“Low Resource Dynamic Exchanges”, 2017, in *International Partnership Development Today: Insights and Best Practices from Case Studies*, Ed.: S. Quinn, S., Washington, DC: NAFSA

“Engagement Practices and Study Abroad Participation of First-Generation American College Students”, 2012, in *Research Studies in Higher Education: Educating Multicultural College Students*. Eds.: T. Hicks and A. Pitre, Washington, DC: University Press of America

“Study Abroad Participation and Engagement Practices of First-Generation Undergraduate Students”, 2010. Doctoral Thesis 3417953, GWU

Other: Bryan oversees international student services, study away and experiential learning programs, and international cooperation. His work in higher education spans the areas of marketing and promotion, recruitment, global education, accreditation, curriculum development, and diversity and inclusion.

Meghana Ayyagari: Associate Professor of International Business, Department of Int'l Business, GWSB

CIBER: *Innovation, Technology, and Entrepreneurship*

Education: Ph.D., Finance, University of Maryland, College Park

Research Experience: Law and Finance; Corporate Governance; Theory of the Firm; Development Economics

Teaching Experience: Institutions & International Finance, IB; Managing in Developing Countries

Selected Publications:

“What Determines Entrepreneurial Outcomes Across the World? Role of Initial Conditions”, 2017, with A. Demircug-Kunt and V. Maksimovic, *Review of Financial Studies*, Vol.30 (7), 2478-2522

“Strategic Responses to FDI in Emerging Markets: Are Core Members More Responsive Than Peripheral Members of Business Groups?”, 2014, with L. Dau and J. Spencer, *Academy of Management Journal*, Vol.58(6), 1869-1894

“Bribe Payments and Innovation in Developing Countries: Are Innovating Firms Disproportionately Affected”, 2014, with A. Demircug-Kunt and V. Maksimovic, *Journal of Financial and Quantitative Analysis*, Vol.49(1), 51-75

“Who Creates Jobs in Developing Countries?”, 2014, with A. Demircug-Kunt and V. Maksimovic, *Small Business Economics*, Vol.43, 75-99.

“What Determines Protection of Property Rights? An Analysis of Direct and Indirect Effects”, 2013 Forthcoming, with Asli Demircug-Kunt and Vojislav Maksimovic, *Journal of Financial Econometrics*

Awards: National Science Foundation Research Grant (2006-2009; 2009-2012; 2017-2020); Dean's Research Scholar (2008-2010); CIBER Research Grant (2007/2008, 2008/2009); University Facilitating Fund Research Grant (2007); George Washington Institute of Public Policy (GWIPP); GW-CIBER Policy Research Scholar (2006-2007)

Luis Ballesteros: Assistant Professor of International Business, Dept. of IB, GWSB

CIBER: *The Intersection of Business, Government, and Civil Society*

Education: Degree, Ph.D. in Applied Economics and Management, University of Pennsylvania - Wharton School

Research Experience: Organizational Decision Making under Risk and Uncertainty; Non-market Strategy

Teaching Experience: Intro to International Business; Introduction to Management

Selected Publications:

“Masters of Disasters? An Empirical Analysis of How Societies Benefit from Corporate Disaster Aid”, 2017, with M. Useem and T. Wry, *Academy of Management Journal*, Vol.60(5)

“Deciding in the Context of Low-Probability Shocks: Biases, Heuristics, and Uncertainty”, 2016, with H. Kunreuther, In Rethinking Catastrophic Risk: How Corporate America Copes with Disruption, edited by Kunreuther, E. Michel-Kerjan, Useem, M., Oxford University Press (Forthcoming)

“How They Did It (Private Giving, Insurance Payouts for Recovery, Execution and Expectations”, 2015, with M. Useem, In Leadership Dispatches: Chile's Extraordinary Comeback from Disaster, edited by Useem, M., H. Kunreuther, E. Michel-Kerjan, 47 – 165. Stanford University Press

Stacie Berdan: International Careers Expert and Award Winning Author; Global Marketing Consultant

CIBER: *Global Careers*

Profile: Stacie Nevadomski Berdan is a seasoned global executive, an international careers expert and a best-selling and award-winning author on how to succeed in the global marketplace. She has served as strategist, coach and counselor to CEOs, politicians and senior executives around the world having worked in more than 50 countries. Her extensive global leadership experience in corporate communications and marketing, public affairs, organizational communication, and cross-cultural consulting extends across four continents with a specific focus on Asia. She currently serves as marketing consultant to globally-focused organizations in the US and around the world. Stacie is an advocate and uses her international business experience to promote the need for global awareness and cross-cultural competency for all. She has authored six books on the intersection of globalization and careers, and her numerous broadcast media appearances include ABC News, NPR and CNN, and her work has been featured in the *New York Times*, *Wall Street Journal*, *USA Today*, *Chronicle of Higher Education*, *Forbes*, *Fortune*, *Time* and the *Huffington Post*. A sought-after speaker, Stacie spends a great deal of her time speaking at global conferences and on college campuses where her advice has been characterized as “engaging, insightful, inspirational and authentic”. Stacie received a Bachelor of Arts degree from Florida Atlantic University in 1988 and completed graduate coursework there in English literature in 1991. She has participated in several Executive Education courses at the Wharton School of the University of Pennsylvania.

Heather Berry: Professor of International Business, Dept. of International Business, GWSB

CIBER: *Innovation, Technology, and Entrepreneurship*

Education: Ph.D., International Business & Strategy and Organization, University of California, Los Angeles

Research Experience: Global Strategy, MNCs, Foreign Direct Investment, Divestment, Global Innovation

Teaching Experience: International Business; Multinational Management; Global Strategy

Selected Publications:

“The Influence of Multiple Knowledge Networks on Innovation in Foreign Operations”, Forthcoming, *Organization Science*

“Managing Valuable Knowledge in Weak IP Protection Countries”, 2017, *Journal of International Business Studies*, Vol.48: 787-807.

“Replicating the Multinationality-Performance Relationship: Is There an S-Curve?”, 2016, with A. Kaul, *Strategic Management Journal*, Vol.37(11): 2275-2290.

“Knowledge Inheritance in Global Industries: The Impact of Parent Firm Knowledge on the Performance of Foreign Subsidiaries”, 2015, *Academy of Management Journal*, Vol.58(5): 1438-58

“Global Sourcing and Foreign Knowledge Seeking”, 2015, with A. Kaul, *Management Science*, Vol.61(5): 1052-1071.

Awards: Nominated for the Academy of Management Carolyn Dexter Award, AOM Conference (2018); Best Reviewer Award, *Journal of International Business Studies* (2016); Nominated for the Peter B. Vaill Outstanding Doctoral Educator Award, Doctoral Program, GWSB (2016); Mack Institute for Innovation Management Research Grant, The Wharton School (2013); Winner, Dom Cabral Best Paper in Strategy/IB Theory, International Management Division, Academy of Management Annual Meeting (2013)

Other: Associate Editor, *Strategic Management Journal* (2017-present); IB Department Doctoral Lead Professor and School Doctoral Committee Representative (2013-present)

Jennifer Brinkerhoff: Professor of Public Administration and Int'l Affairs, TSPPPA & ESIA

CIBER: Faculty Coordinator – *Leveraging Diaspora Populations*

Education: Ph.D., Public Administration, University of Southern California

Research Experience: Inter-organizational Relations; International Development; Diasporas and Development; Nongovernmental Organizations; Governance; Public-Private Partnerships

Teaching Experience: Public Service and Administration; International Development Administration; International NGO Management; International Development Management Processes and Tools

Selected Publications:

“Diaspora Policy in Weakly Governed Arenas and the Benefits of Multipolar Engagement: Lessons from the Coptic Orthodox Church in Egypt”, 2017, *Journal of Ethnic and Migration Studies*

“Beyond the Conflict: Diasporas and Post-Conflict Government Reconstruction”, 2017, In *Transnational Actors in War and Peace: Militants, Activists, and Corporations in World Politics*, Chapter: *Beyond the Conflict: Diasporas and Post-Conflict Government Reconstruction*, Georgetown University Press, Editors: David Malet, Miriam J. Anderson, pp.84-104

“Institutional Reform and Diaspora Entrepreneurs: The In-Between Advantage”, 2016, Oxford University Press

“Agency in Institutional Reform: Creating the Ethiopia Commodities Exchange”, 2015, *Public Administration and Development*, Vol. 35(5): 301-314

“Diaspora Philanthropy: Lessons from a Demographic Analysis of the Coptic Diaspora”, 2013, *Nonprofit and Voluntary Sector Quarterly*, Vol. 20 (10): 1-24

Teaching cases: Coptic Orphans (2007)

Awards: ForeWord Magazine Book of the Year Award Finalist, nonfiction category (2005); Independent Sector’s 1st Place Virginia A. Hodgkinson Research Prize (2002)

Other: Associate Dean for Faculty Affairs and Special Initiatives, ESIA

Maggie Chen: Professor of Economics & Int'l Affairs, Dept. of Economics, CCAS & ESIA

CIBER: Faculty Coordinator - *Trade, Capital, and Investment Flows*

Education: Ph.D. in Economics, University of Colorado at Boulder

Research Experience: International trade; Multinational firms; Regional Trade Agreements

Teaching Experience: Advanced Topics in International Trade; International Trade Theory and Policy; Intermediate Microeconomics; Intermediate Macroeconomics; Math Tools for Economists

Selected Publications:

“Foreign Rivals Are Coming to Town: Responding to the Threat of Foreign Multinational Entry”, Forthcoming, with C. G. Bao, *American Economic Journal: Applied Economics*

"Selection and Market Reallocation: Productivity Gains from Multinational Production" Forthcoming, with L. Alfaro, *American Economic Journal: Economic Policy*

"Transportation Cost and the Geography of Foreign Investment", Forthcoming, with L. Alfaro, *Handbook of International Trade and Transportation*

"The Global Agglomeration of Multinational Firms", 2014, with L. Alfaro, *Journal of International Economics*, Vol. 94(2), pp. 263-376

“The Matching of Heterogeneous Firms and Politicians“, 2013, *Economic Inquiry*, Vol. 51(2): 1502-1522

Awards: Harry Harding Teaching Prize, GWU (2011); World Bank Structural Transformation and Industrial Policy Project Research Grant (2010-2011)

Other: Director, GW Institute for International Economic Policy, George Washington University (2017-present)

James Chung: Associate Vice President, Office of Innovation & Entrepreneurship, GWU

CIBER: *Advisory Council Member*

Teaching Experience: Innovation & Technology

Profile: Jim Chung is the Associate Vice President for Innovation and Entrepreneurship at the George Washington University, and a Co-Principal Investigator for the National Science Foundation I-Corps Node in Washington DC (DC I-Corps). He was previously the director of the Mtech Venture Accelerator at the University of Maryland, where he worked with faculty and students to launch startup companies based on university technology. Prior to Maryland, he served as the Director for New Business Development at the Corporate Executive Board and helped establish the company's mergers and acquisitions capabilities. He also served as Vice President at Cherington Capital (now Intervale Capital), a middle market private equity firm in the oilfield equipment and services industry. He started his private sector career as an early stage venture capital investor, most recently at incTANK Ventures, where he was the managing director. Before becoming an investor, Jim was an academic researcher studying how business, government, and academia work together to create new innovations in high technology industries.

Jim was a research fellow at MIT (Security Studies Program), Harvard (Center for Science and International Affairs), the University of Tokyo (Fulbright Fellow), the Korea Electronics and Telecommunications Research Institute (NSF EAPSI-Korea Fellow), Korea Advanced Institute of Science and Technology (KAIST) and the Korea Science and Technology Policy Institute (STEPI). He received his bachelor's and master's degrees from Stanford University and was a Ph.D. candidate at MIT.

Reid Click: Associate Professor of Int'l Business & Int'l Affairs, Dept. of Int'l Business, GWSB & ESIA

CIBER: *Trade, Capital, and Investment Flows*

Education: Ph.D., Economics and International Business, University of Chicago

Research Experience: Int'l corporate finance; Int'l business strategy; Macroeconomics; Int'l investments

Teaching Experience: International Business Finance; Macroeconomics for the Global Economy; International Business Strategy; International Financial Environment

Selected Publications:

"Why Does Multinationality Matter? Explaining Value Destruction in Multinational Corporations," 2013, with Paul Harrison, Chapter 5 of Multinational Enterprises and the Changing World Economy, edited by John D. Daniels, Ray Loveridge, Tsai-Mei Lin, and Alan M. Rugman, Academy of Performance Measurement, pp. 99-125

"Resource Nationalism Meets the Market: Political Risk and the Value of Petroleum Reserves", 2010, with Robert J. Weiner, *Journal of International Business Studies*, Vol. 41: 783-803

"The ASEAN Dollar Standard in the Post-Crisis Era: A Reconsideration", 2009, *Journal of Asian Economics*, Vol. 20: 269-279

"On the Composition of Asian Central Bank Reserves: Will the Euro Replace the Dollar?", 2006, *Journal of Asian Economics*, Vol. 17(3): 279-302

"Financial and Political Risks in U.S. Direct Foreign Investment", 2005, *Journal of International Business Studies*, Vol. 36: 559-575

Awards: Fulbright Scholar, Asian Institute of Management, Manila (2009-2010)

Other: Former GW-CIBER Faculty Director; Former Chair, Department of IB; Served as a consultant for several international organizations, including the Association of Southeast Asian Nations, the United Nations Development Programme, the World Bank, as well as for Goldman Sachs Asset Management; Since 2002, has served as a consultant for the U.S. Agency for International Development (USAID)

Karl Ehlers: Acting Assistant USTR for Southeast Asia & the Pacific, Office of the U.S. Trade Representative

CIBER: *Advisory Council Member*

Profile:

Karl Ehlers is Acting Assistant U.S. Trade Representative for Southeast Asia and the Pacific at the Office of the U.S. Trade Representative. In his current position, he manages the day to day U.S. trade policy engagements with countries of Southeast Asia and the Pacific as well as the U.S. trade policy engagement with ASEAN under the ASEAN - United States Trade and Investment Framework Arrangement.

Prior to joining USTR's Southeast Asia office in 2008, where he had previously served as Deputy Assistant USTR, Karl worked on GATT/WTO issues at the U.S. Mission in Geneva and USTR Washington. From 2015-2016, he was Director for International Economics at the National Security Council and supported White House engagements on TPA and trade preferences extension legislation, among other issues. He has an MBA and a BA in Economics.

Mohssen Esseesy: Associate Professor of Arabic and Int'l Affairs, Department of Classical and Near Eastern Languages & Civilizations, CCAS & ESIA

CIBER: *Business Languages*

Education: Ph.D., Arabic Language, Literature & Linguistics, Georgetown University

Research Experience: Historical linguistics and language change; Curriculum development and teacher training

Teaching Experience: Beginning Arabic; Modern Arabic Literature – Fiction; Advanced Readings in Arabic; Genres in Modern Arabic Literature; Business Arabic

Selected Publications:

“Contemporary Business Arabic”, Forthcoming 2019, Georgetown University Press

“Typological features of Grammaticalization in Semitic”, Forthcoming Oct. 2018, In Grammaticalization and Typology, Eds. Bernd Heine and Heiko Narrog, Oxford University Press

“Arabic for Specific Purposes: Problems and Potentials”, 2018, In Handbook for Arabic Teaching Professionals in the 21st Century, Vol II, Routledge

“*Business Arabic*” a textbook for advanced learners in Arabic. Manuscript to be submitted to Georgetown University Press in August 2014

“*Grammaticalization of Arabic Preposition and Subordinators: A Corpus-Based Study*”, 2010

Awards: GW-CIBER grant to develop Business Arabic course materials and teaching modules (2008-2018); Research and Travel grant from the Institute for Middle Eastern Studies at the Elliott School for International Affairs (2010)

Other: Chair, Department of Classical and Near Eastern Languages and Civilizations; Coordinator of the Arabic Program

Chad Evans: Executive Vice President for Policy and Programs, U.S. Council on Competitiveness

CIBER: *Advisory Council Member*

Profile:

As Council EVP overseeing all programs and initiatives, Chad develops and manages the Council's complete policy agenda and workstream, including: creating the Exploring Innovation Frontiers Initiative with the National Science Foundation and the American Energy & Manufacturing Competitiveness Partnership with the U.S. Department of Energy; helping to launch the National Engineering Forum to elevate attention to the roles engineers and the engineering enterprise play in driving long-term prosperity; building and shepherding the Council's Technology Leadership and Strategy Initiative (TLSI), engaging more than 50 Fortune 500 chief technology officers; and helping CEO-level innovation dialogues with key global partners across Latin America, Europe and Asia. In particular, Chad has developed and executed a series of global innovation summits: with the EU and Japan in 2005, and more deeply with Brazil over the past decade. In addition to leading the development to date of 3 US-Brazil Innovation Summits, Chad has co-created 15 US-Brazil Innovation Learning Labs and manages the US-Brazil Bi-National Innovation Platform. He has also co-chaired the President Obama and President Rousseff U.S.-Brazil Innovation Working Group.

Chad holds an MS from the Georgetown University School of Foreign Service, an Honors concentration in International Business Diplomacy from Georgetown's Landegger Program, and a BA in International Affairs from Emory University. He is a member of the Texas A&M Engineering Experiment Station Advisory Board; an ARCS Foundation National Science and Engineering Advisory Council member; a US German Marshall Fund Fellow; treasurer for the Global Federation of Competitiveness Councils; a member of the Board of the India Council on Competitiveness; a steering committee member of the South Big Data Hub; and a past member of the Lawrence Livermore National Laboratory Industry Advisory Council and World Economic Forum Advisory Board on Russian Competitiveness.

Brad Farnsworth: Vice President, Center for Internationalization and Global Engagement, American Council on Education

CIBER: *Advisory Council Member*

Profile:

Brad Farnsworth is interim vice president of ACE's Center for Internationalization and Global Engagement. He is responsible for several programs, including the Internationalization Collaborative, the Institute for Leading Internationalization, and engagement with the Washington-based diplomatic community. He is also responsible for implementing the Center's fundraising strategy. From 1991 until joining ACE in early 2012, Farnsworth was director of the Center for International Business Education in the Ross Business School at the University of Michigan. The center's programs included faculty research projects, foreign language courses, education abroad, executive development programs, and student internships. The Michigan CIBE was known for its strong ties to the liberal arts; Farnsworth helped to establish the program in international studies, serving as its director while developing and teaching one of its core courses. He also taught courses on international management, the world economy, and business in China to MBAs, undergraduates and executives. From 1982 to 1991, Farnsworth was associate director of the Yale-China Association, an educational organization based at Yale University that was established in the early 20th century. During that time he developed one of the first management training programs with foreign cooperation in mainland China. He has focused on China throughout his career, visiting the country frequently and serving as a faculty associate in the Center for Chinese Studies at the University of Michigan.

Farnsworth holds master's degrees in business and Chinese studies from Washington University in St. Louis, both awarded in 1981.

James Foster: Professor of Economics and Int'l Affairs, Department of Economics, CCAS & ESIA

CIBER: *Poverty, Income Inequality, and Economic Development*

Education: Ph.D., Economics, Cornell University

Research Experience: Development Economics; Inequality and Poverty; Economic Theory and Policy

Teaching Experience: Economic Development; Development Economics; Game Theory and Strategic Thinking

Selected Publications:

"Multidimensional Poverty Measurement and Analysis", 2015, with S. Alkire, S. Seth, M.E. Santos, J.M. Roche, and P. Ballon, Oxford University Press

"Inequality of Happiness in the U.S.: 1972-2010", 2013, with I. Dutta, *Review of Income and Wealth*, Vol. 59(3): 393-415

A Unified Approach to Measuring Poverty and Inequality: Theory and Practice, 2013, with S. Seth, M. Lokshin, and Z. Sajaia, World Bank Press

"An Axiomatic Approach to the Measurement of Corruption: Theory and Applications", 2012, with A. W. Horowitz and F. Méndez, *World Bank Economic Review*, Vol. 26(2): 217-235

"Counting and Multidimensional Poverty Management", 2011, with S. Alkire, *Journal of Public Economics*, Vol. 95(7-8): 476-487

Awards: Asian Development Bank Research Grant (2013-2014); the William and Flora Hewlett Foundation Research Grant (2013-2015); United Nations Development Programme Research Grant (2008-2009); Doctorate Honoris Causa, Universidad Autónoma del Estado de Hidalgo, Mexico (2007)

Other: His joint 1984 *Econometrica* paper is one of the most cited papers on poverty; it introduced the FGT Index, which has been used in thousands of studies and was the basis for targeting the Progres/Oportunidades program in Mexico

Alexis Gaul: Administrative Director, GW-CIBER

CIBER: *Administrative Staff*

Education: MA in International Development Studies, The George Washington University

Experience: Alexis Gaul is the Administrative Director of the Center for International Business Education & Research (CIBER) at The George Washington University. In this role, Ms. Gaul marries her background in program management with her academic interest in developing countries to deliver high quality programs for students, faculty and business professionals that are researching or working, or training to work, in the area of international business in emerging and developing countries. In her time as the Administrative Director, she has organized numerous overseas short-term experiential learning courses to countries such as Rwanda, India, Thailand and Turkey. Ms. Gaul also oversees all areas of the Center and is responsible for designing and delivering innovative programs and activities and for managing the ongoing operations of the Center, including all financial, reporting and other administrative aspects of the Center. Prior to her current role at the GW-CIBER, Ms. Gaul served as a research assistant for the Center in the area of 'Diasporas and Development' and a teaching assistant for classes with a focus on management in developing countries. Prior graduate school, Ms. Gaul worked for a local educational organization that provided leadership conferences to high achieving students in the United States. Ms. Gaul holds a B.A in Program of Liberal Studies (Great Books Program) from the University of Notre Dame and a M.A. in International Development Studies from the George Washington University's Elliott School for International Affairs.

Margaret Gonglewski: Associate Professor of German and International Affairs, Department of Romance, German and Slavic Languages; Director of the German Language Program, CCAS & ESIA

CIBER: *Faculty Coordinator - Business Languages*

Education: Ph.D., German Linguistics, Georgetown University

Research Experience: Foreign language pedagogy; Business language & culture pedagogy; Use of technology in language teaching and learning; Critical issues in materials selection; Paradigm shift from language labs to centers

Teaching Experience: First/Second/Third-year German; Intensive Basic German; Business German; Direction of German honor theses and independent study courses in Business German; Faculty development workshops on using and creating business cases in the language classroom; short-term study-abroad programs for business languages

Selected Publications:

"Crossing disciplinary lines to engage students in cross-cultural learning during short-term study abroad," 2017, with Anna Helm, *Global Advances in Business and Communications*, 6 (1), Article 4.

Treffpunkt Deutsch, 7th edition, 2018, with Beverly Moser & Cornelius Partsch, Upper Saddle River, NJ: Pearson Education.

"LaissezFair: A case for greening the business German curriculum," 2013, with Anna Helm, *Unterrichtspraxis*, Vol. 46(2): 200-214.

e-Handbook on Teaching Business Cases for Business Languages, with Anna Helm:

<https://business.gwu.edu/research/ciber/business-languages-program/business-language-cases/handbook>

"An examination of business case methodology: Pedagogical synergies from two disciplines", 2010, with Anna Helm, *Global Business Languages*, Vol. 15(1): 17-31.

Awards: CIBER Curriculum Materials Development Grants, with Anna Helm (2-014-15, 2015-16, 2016-17, 2011-12, 2010-11, 2009-10); Business Language Research and Teaching Grant (2015). TraiNDaF Leadership Program Selectee (2003); CCAS Award for Excellence in Undergraduate Academic Advising (2002); Bender Teaching Award (1998).

Other: Former Director of the GW Language Center

Shoko Hamano: Professor of Japanese and International Affairs, Director of Language Center, Department of East Asian Languages & Literatures, CCAS & ESIA

CIBER: *Advisory Council Member; Business Languages*

Education: Ph.D., Anthropological Linguistics, University of Florida

Research Experience: Sound symbolism; Japanese linguistics; Historical phonology; Japanese pedagogy

Teaching Experience: Basic, Intermediate & Advanced Japanese; Readings in Modern Japanese; Advanced Conversation and Composition; Japanese Culture through Film

Selected Publications:

Nihongo no Onomatopoe: Onsyootyoo to Koozoo [Mimetic Words in Japanese: Sound Symbolism and Structure], 2014, Tokyo: Kuroshio Publishers

Intermediate Japanese: Grammar and Workbook, 2012, with Takae Tsujioka, London and New York: Routledge

Basic Japanese: Grammar and Workbook, 2010, with Takae Tsujioka, London and New York: Routledge

"A window into the syntax of Control: Event opacity in Japanese and English", 2006, with Stanley Dubinsky, *University of Maryland Working Papers in Linguistics*, Vol. 15: 74-99

Making Sense of Japanese Grammar, 2002, with Zeljko Cipris. Honolulu: University of Hawai'i Press

"Voicing of Obstruents in Old Japanese: Evidence from the Sound-symbolic Stratum", 2000, *Journal of East Asian Linguistics*, Vol. 9: 207-225

Awards: The Japan Foundation Japanese Language Education Mini Grant (2013, 2007); MERLOT Classics Award, with W. K. Cavanaugh (2011); Language Center Award for Innovations in Language Teaching, with W. K. Cavanaugh (2008); Trachtenberg Teaching Award (2004)

Anna Helm: Assistant Teaching Professor of International Business, Department of Int'l Business, GWSB

CIBER: *GW-CIBER Faculty Director*

Education: Ph.D., German Studies, Georgetown University; AACSB Post-Doctoral Bridge to Business Program, University of Florida - Gainesville

Research Experience: Business language pedagogy; Cultural applications in international business; Sustainable business strategy; International marketing; Cross-cultural differences in consumer perceptions of green products

Teaching Experience: International Marketing Management; International Business; Cross-cultural Communication and Business; Consulting Abroad courses for MBA students; International Perspectives on Green Business; Faculty development workshops on using and creating business cases and negotiation simulation exercises in the business language classroom

Selected Publications:

e-Handbook on Teaching Business Cases for Business Languages, with Anna Helm:

<http://business.gwu.edu/CIBER/businesslanguage/blcd/BLBusinessCasesHandbook.cfm>

"Crossing Disciplinary Lines to Engage Students in Cross-Cultural Learning During Short-Term Study Abroad", 2017, with M. Gonglewski, *Global Advances in Business Communication*, Vol. 6(1)

"Sustainability Pedagogies for the Business Language Classroom", 2014, with M. Gonglewski, *Global Business Languages*, Vol. 19

"LaissezFair: A Case for Greening the Business German Curriculum," 2013, with M. Gonglewski, *Unterrichtspraxis*, Vol. 46(2): 200-214

"An Examination of Business Case Methodology: Pedagogical Synergies from Two Disciplines", 2010, with Margaret Gonglewski, *Global Business Languages*, Vol. 15(1): 17-31

Awards: Teagle Foundation Grant (2016-2019); GreenLeaf Course Development Grant from the GW Institute for Sustainability (2012); SWEA (Swedish Women's Educational Association) Washington, DC Scholarship (2012); Online Learning Initiative (OLI) Course Development Grant (2011-2012); CIBER Curriculum Materials Development Grants (2011-2012; 2010-2011; 2009-2010)

George Hiller: Lecturer of Int'l Business, Adjunct Professor of Liberal Arts Studies, University of Richmond

CIBER: *Academic Outreach; Experiential Learning*

Education: JD, School of Law, University of Richmond

Research Experience: Approaches to Teaching International Business

Teaching Experience: Business in Latin America; Int'l Trade Law, Globalization Studies; Survey - Latin America

Other: At University of Richmond, Prof. Hiller has been a leader in the development of experiential learning courses. Prof. Hiller received the 2016 UR Robins School of Business Adjunct Faculty Teaching Award. He is a current member of the Fulbright Specialist Program roster for international teaching assignments. Prof. Hiller has taught at the Ludwigsburg University of Education in Germany and Universidad de la Sabana in Colombia. He has also received major international business education grants from the US Department of Education and is a reviewer and consultant for higher education international grant competitions. He previously managed export promotion programs in Latin America for the Virginia state economic development office. He has also worked as an international trade banker, government attorney, and director of international education programs for a consortium of small colleges in Virginia.

Stephen Kaplan: Associate Professor of Political Science and International Affairs, CCAS & ESIA

CIBER: Faculty Coordinator - *The Intersection of Business, Government, and Civil Society; Poverty, Income Inequality, and Economic Development*

Education: Ph.D. in Political Science, Yale University

Research Experience: International and comparative political economy; Politics of macroeconomic policymaking; The rise of China in the Western Hemisphere; Latin American politics

Teaching Experience: Political Economy Theories; Political Economy of Latin America; Int'l Political Economy

Selected Publications:

"Fighting Past Economic Wars: Crisis and Austerity in Latin America", 2018, *Latin American Research Review*, Vol. 53(1)

"The Political Economy of Sovereign Debt: Global Finance and Electoral Cycles", 2017, with K. Thomsson, *The Journal of Politics*, Vol.79(2)

"Partisan Technocratic Cycles in Latin America", 2017, *Electoral Studies*, Vol.45(2), Special issue, entitled Fat Politics, Lean Politics: Political Survival in Good and Bad Times

"Banking Unconditionally: The Political Economy of Chinese Finance in Latin America", 2016, *Review of International Political Economy*, Vol.23(4)

Globalization and Austerity Politics in Latin America, 2013, Cambridge University Press (Cambridge Studies in Comparative Politics)

Awards: Residential Fellow, Woodrow Wilson Center for International Scholars (2017-2018); Minerva Initiative, *Spheres of Influence and Regional Orders: Assessing Approaches for Responding to China's Rise* (2015-2018); Strategy and Policy Fellows Grant, Smith Richardson Foundation (2014-2015)

Annamaria Konya-Tannon: Chief Evangelist, Innovation, Entrepreneurship, and Invention, SEAS

CIBER: *Innovation, Technology, and Entrepreneurship*

Profile:

Annamaria Konya Tannon is the chief evangelist for innovation, entrepreneurship, and invention for the School of Engineering and Applied Science. She is also the executive director of the GW Innovation Center. Annamaria is a technology entrepreneur and angel investor who has been involved in technology enterprise creation for more than 15 years, primarily in Silicon Valley. She also is the founder and CEO of *Equita Accelerator*, a non-profit corporation dedicated to advancing women-led technology companies. Prior to starting Equita, Annamaria served as a global data strategist for IBM with a focus on machine learning and data integration techniques for social media, and she served as national and global judging chair for *Cleantech Open*, the world's largest startup competition for emerging clean technology companies. She remains a CTO global ambassador. Annamaria mentors and judges in many startup competitions, including the Astia, Springboard, Startup Chile, and NYC Hackathons. She previously was a guest lecturer on innovation and entrepreneurship at Stanford University and served as an entrepreneur in residence at Stanford University's Technology Venture Lab. She has served on the boards of several companies and non-profit organizations, and she worked for the United Nations International Telecom Union, which focuses on sustainable green technology advances in telecom. Annamaria completed her undergraduate work at the University of Szeged, received her masters from Middlebury College Monterey Institute of International Studies, and continued her postgraduate studies at Stanford University.

Danny Leipziger: Professor of Practice of International Business, Dept. of International Business, GWSB

CIBER: *Advisory Council Member; Poverty, Income Inequality, and Economic Development*

Education: Ph. D. in Economics, Brown University

Research Experience: Development economics; International economic policy; Macroeconomics; Growth and poverty reduction; Finance

Teaching Experience: International Monetary and Financial Issues; Managing in Developing Countries; Macroeconomics for the Global Economy; Industrial Policy

Selected Publications:

“Make Globalization More Inclusive or Suffer the Consequences”, 2017, The Growth Dialogue Policy Brief No. 13

“Trade is Slowing Down: What Does This Imply for Globalization?” 2016, The Growth Dialogue Policy Brief No. 46

“Africa’s Urbanization: Challenges and Opportunities”, 2014, with M. Freire and S. Lall, The Growth Dialogue Working Paper No.7

Ascent After Decline: Regrowing Global Economies After the Great Recession, 2012, edited with O. Canuto, The World Bank and the Growth Dialogue, Washington, D.C.

Globalization and Growth: Implications for a Post-Crisis World, 2009, edited with Michael Spence, Commission on Growth and Development, Washington, D.C.

Other: Managing Director, Growth Dialogue; Former head of the World Bank's Poverty Reduction and Economic Management (PREM) Vice Presidency, a network of more than 700 economists and other professionals working on economic policy, lending, and analytic work for the World Bank’s client countries.

Noel Maurer: Associate Professor of International Business, Dept. of International Business, GWSB

CIBER: *Natural Resource Management & Environmental Sustainability; The Intersection of Business, Government, and Civil Society*

Education: Ph.D., History, Stanford University

Experience: Energy; Political Economy; Economic History; Political Instability; Property Rights; Infrastructure;

Teaching Experience: Global Energy; Age of Globalization; Political economy

Selected Publications:

“A Crude Reform: Pemex in Mexico’s New Energy Landscape”, Forthcoming, in D. Wood, ed., *Mexico’s New Energy Model*, Washington, D.C.: Brookings

The Empire Trap: The Rise and Fall of U.S. Intervention to Protect American Property Overseas, 1893-2012, 2013, New York, NY: Princeton University Press

“The Empire Struck Back: Sanctions and Compensation in the Mexican Oil Expropriation of 1938”, 2011, *Journal of Economic History*, Vol. 71(3): 590-615

The Big Ditch: How America Took, Built, Ran, and Ultimately Gave Away the Panama Canal, 2010, with C. Yu, Princeton University Press

“Lawsuits and Empire: On the Enforcement of Sovereign Debt in Latin America”, 2010, with L. Alfaro and F.

Selected Cases:

“Electricity Transmission and Clean Line Energy”, *HBS case N9-714-028 (2013)*

“YPF - The Argentine Oil Nationalization of 2012”, with G. Herrero, *HBS case 713-029 (2012)*

“In the Wake of Fukushima: Japanese Energy Policy”, with N. Sato, *HBS case 713-033 (2012)*

Michael Moore: Professor of Economics and International Affairs, Department of Economics, ESIA

CIBER: *Trade, Capital, and Investment Flows*

Education: Ph.D., Economics, University of Wisconsin-Madison

Research Experience: International trade and finance; Economic effects of trade barriers; Political economy

Teaching Experience: International Economics; International Trade Theory and Policy; International Macroeconomic theory and Policy

Selected Publications:

“Do Trade Rules Trump Climate Commitments: Indian Solar Panel Dispute”, Forthcoming, *World Trade Review*

“Carbon Safeguard? Managing the Friction between Climate Policy and Trade Policy”, 2017, *Journal of World Trade*, Vol. 51(1): 43–66

“Sanctuary Markets and Antidumping: An Empirical Analysis of U.S. Exporters”, 2015, *Review of World Economics*, Vol. 151 (2), 309-328

“Antidumping and Strategic Industrial Policy: Tit-for-Tat Trade Remedies and the China - X-Ray Equipment Dispute”, 2015, with M. Wu, *World Trade Review*, Vol. 14(2), 239-286

“Footloose and Duty Free? Reflections on European Union Antidumping Measures on Certain Footwear from China”, 2014, with J. Dunoff, *World Trade Review*, Vol. 13(2):149-178

Other: Former Senior Economist for International Trade on the President’s Council of Economic Advisors; Former Director, GW Institute for International Economic Policy; Former Associate Dean, ESIA

Kathryn Newcomer: Professor of Public Policy and Administration, Director, TSPPPA

CIBER: *Evaluator*

Education: Ph.D. in Political Science, University of Iowa

Research Experience: Applied statistics; Public and non-profit performance measurement and evaluation; Research methods; Public policy analysis

Teaching Experience: Public Policy; Program Evaluation; Applied Statistics and Performance Measurement

Selected Publications:

“Developing and Sustaining Effective Faculty Mentoring Programs”, 2016, with J. Fountain, *Journal of Public Affairs Education*, 483–506

“Forging a Strategic and Comprehensive Approach to Evaluation Within Public and Nonprofit Organizations: Integrating Measurement and Analytics Within Evaluation”, 2016, with C. Brass, *American Journal of Evaluation*, Vol. 37(1): 80-99

“Developing Government expertise in Strategic Contracting for Public–Private Partnerships”, 2015, with E. Boyer, *Journal of Strategic Contracting and Negotiation*, Vol. 1(2): 129-148

“Expectations and Capacity of Performance Measurement in NGOs in the Development Context”, 2013, with L. El Baradei and S. Garcia, *Public Administration and Development*, Vol. 33(1): 62-79

“Public Performance Management Systems: Embedding Practices for Improved Success”, 2011, with S. Caudle, *Public Performance and Management Review*, Vol. 35(1)

Awards: Duncombe Excellence in Doctoral Education Award awarded by NASPAA (2016); Oscar and Shoshanna Trachtenberg Prize for Service (2014); National Academy of Public Administration Fellow; Member of the Board for the American Evaluation Association (2011-2013)

Other: Elected President of the American Evaluation Association (2017); Non-residential Fellow in Governance Studies at the Brookings Institution

Robert Orttung: Associate Research Professor of International Affairs; Director of Research, GW Sustainability Collaborative, ESIA

CIBER: *Faculty Coordinator - Innovation, Technology, and Entrepreneurship; Natural Resource Management & Environmental Sustainability*

Education: Ph.D. in Political Science, UCLA

Research Experience: Comparative politics, Russia, Ukraine, Energy security, Federalism, Democracy

Selected Publications:

“Developing Metrics to Guide Sustainable Development of Arctic Cities: Progress & Challenges”, 2017, with L. Suter, C. Schaffner, C. Giddings and D. Streletskiy, *Arctic Yearbook*, <https://www.arcticyearbook.com/>

“Energy Security”, 2017, in *Routledge Handbook of Security Studies*, Eds.: M. Cavelty and T. Balzacq, Second Edition, London: Routledge, 204-212

“The 2014 Sochi Olympic Mega-Project and Russia’s Political Economy”, 2014, with S. Zhemukhov, *East European Politics*, Vol. 30(2): 175-191

“Breaking the News: The Role of State-Run Media”, 2011, with C. Walker, *Journal of Democracy*, Vol. 25(1):71-85.

“A Limited Toolbox: Explaining the Constraints on Russia’s Foreign Energy Policy”, 2011, with I. Overland, *Journal of Eurasian Studies*, Vol. 2(1): 74-85

Awards: NSF Grant, Partnerships for International Research and Education, Promoting Arctic Urban Sustainability, (2016-2020); NSF, RCN-SEES: Building a Research Network for Promoting Arctic Urban Sustainability in Russia, (2012-2017); Swiss Federal Institute of Technology, for the Russian Analytical Digest and energy security research projects (2003-2015)

Miok Pak: Assistant Professor of Korean Linguistics and Language, Dept, of East Asian Languages and Literatures, CCAS

CIBER: *Business Languages*

Education: Ph.D. Linguistics, Georgetown University

Research Experience: Korean linguistics, Syntax and semantics interface on the topics of clause types, interpretation of imperative subjects, speech styles, politeness, and honorifics

Teaching Experience: Introduction to Korean Linguistics; Beginning, Intermediate, and Advanced Korean; Business Korean; Readings in Modern Korean

Selected Publications:

“Towards Understanding the Syntactic Representation of Honorifics in Korean”, 2017, in *Honorific Language and Linguistic Politeness in Korean*, Eds.: J. Whitman and L. Brown, *Korean Linguistics*, Vol. 17(2): 132-166, John Benjamins

“A Syntactic Analysis of Interpretive Restrictions on Imperative, Promissive, and Exhortative Subjects”, 2012, with R. Zanuttini and P. Portner, *Natural Language & Linguistic Theory*, Vol. 30(4): 1231-1274

2011.” Agreement in Korean Revisited”, 2011, with Y.K. Kim-Renaud, in Yoon, James H.-S. et al (eds.) *Inquiries into Korean Linguistics IV*: 209-222, Thaeaksa. Seoul

“Agreement and the Subjects of Jussive Clauses in Korean”, 2008, with P. Portner and R. Zanuttini, in Elfnér, Emily and Martin Walkow (eds.), *Proceedings of 37th North East Linguistic Society*, Vol. 2: 127-138

Awards: Grant from the Academy of Korean Studies (with Young-Key Kim-Renaud) [for a research project to prepare a Business Korean book for publication]; 2010 Summer research grant (with Young-Key Kim-Renaud), GW Sigur Center for Asian Studies; Nominated for Bender Teaching Award (2012)

Sanjay Patnaik: Assistant Professor of Strategic Management & Public Policy, Dept. of Strategic Management & Public Policy, GWSB

CIBER: *Natural Resource Management & Environmental Sustainability*

Education: D.B.A., Harvard University

Research Experience: Business environment of firms, the EU Emissions Trading Scheme, Global Strategy, Climate Change, Non-Market Strategy

Teaching Experience: Strategy and International Political Economy; Business and Government Relations

Selected Publications:

“Corporate Lobbying Expenditures and Green Performance”, 2017, with J. Rivera, *Academy of Management Discoveries*, Vol. 3(2): 230-231

“Essays on International Non-Market Strategy and the Political Economy of Environmental Regulation”, 2015, *Business & Society*, Vol. 54(4): 559-571

Anupama Phene: Professor of International Business, Department of International Business, GWSB

CIBER: *Faculty Coordinator – Innovation, Technology, and Entrepreneurship*

Education: Ph.D., International Management, University of Texas at Dallas

Research Experience: Innovation, knowledge creation and transfer; Multinational firm and subsidiary strategy; Localization of knowledge; High technology industries; Strategic alliances

Teaching Experience: Managing the Multinational Enterprise; Global Perspectives; Business Policy and Strategy; Consulting Abroad Practicum for MBA students; Knowledge, Innovation in the International Economy

Selected Publications:

“Intergovernmental Organizations and Innovation”, 2015, with S. Jandhyala, *Administrative Science Quarterly*, Vol. 60(4): 712-743

“Communities and Knowledge: An Investigation of the Influences of the Innovativeness of Indian Inventors in the U.S. Semiconductor Industry”, 2015, with P. Almeida and S. Li, *Organization Science*, Vol. 26(1): 198-217

“Knowledge Leveraging in the MNC: A Study of Subsidiary-Headquarters Innovation Collaboration”, 2015, with S. Li, *Academy of Management Proceedings*, (1), 14716

“Knowledge Spillovers and Alliances”, 2014, with S. Tallman, *Journal of Management Studies*, 51(7): 1058-1090

“Sourcing External Knowledge: Clusters, Alliances & Acquisitions”, 2014, with S. Tallman, *Oxford Research Reviews*

Awards: GWSB Student Choice (PMBA Faculty) Award (2018), GWSB Undergraduate Teaching Award (2016); GW Trachtenberg Prize for Teaching Excellence (2014); Best Reviewer at Organization Science (2016), Journal of International Business Studies (2014), Strategic Management Society (2014) and AIB (2010)

Other: Phillip Grub Distinguished Scholar

Liesl Riddle: Associate Professor of Int'l Business and Int'l Affairs, Dept. of Int'l Business, GWSB & ESIA

CIBER: *Faculty Coordinator – Leveraging Diaspora Populations; Curriculum & Co-Curricular Initiatives*

Education: Ph.D., Sociology, University of Texas - Austin

Research Experience: International Marketing; Middle East/North Africa; Cross-Cultural Management; Diaspora homeland investment; National Trade and Investment Promotion

Teaching Experience: Age of Globalization; Identity, Migration, and Entrepreneurship; International Business; International Marketing; Managing in Developing Countries; Consulting Abroad Practicum

Selected Publications:

“Managerial Values in the Greater Middle East: Similarities and Differences Across Seven Countries”, 2012, with Ralston et al., *International Business Review*, Vol. 21(3):480-492

“Diaspora Entrepreneurs as Institutional Change Agents: The Case of Thamel.com”, 2011, with J. Brinkerhoff, *International Business Review*, Vol. 20(6): 670-680

“Contemporary Cleopatras: The Business Ethics of Female Egyptian Managers”, 2011, with M. Ayyagari, *Education, Business and Society: Contemporary Middle Eastern Issues*, Vol. 4(3): 167 - 192

“Multinationals in the Middle East: Challenges and Opportunities”, 2011, with K. Mellahi and M. Demirbag, *Journal of World Business*, Vol. 46(4): 406-410 (Middle East Special Issue Section)

“Transnational Diaspora Entrepreneurship in Emerging Markets: Bridging Institutional Divides”, 2010, with G. Hrivnak and T. Nielsen, *Journal of International Management*, Vol. 16(4):398-411

Awards: Academy of Management Best Reviewer Award (2007); GWSB Teaching Excellence Award (2006);

Other: Former Associate Dean for Graduate Programs, GWSB; Co-director, GW Diaspora Program; co-director of GWSB's OntheBoard program (a fellowship program designed to promote women on corporate boards)

Jorge Rivera: Professor of Strategic Management and Public Policy, Dept. of SMPP, GWSB

CIBER: *Natural Resource Management & Environmental Sustainability; The Intersection of Business, Government & Civil Society*

Education: Joint Ph.D. in Environmental Policy and Business Strategy, Duke University

Research Experience: Business and public policy; Environmental management and policy

Teaching Experience: Business and Public Policy; Business and Government; Corporate Environmental Management in Developing Countries

Selected Publications:

“MNC Foreign Investment and Industrial Disasters: The Moderating Role of Technology, Safety Management, and Philanthropic Capability”, Forthcoming, with S. Pek and C. Oh, *Strategic Management Journal*

“Do Chief Sustainability Officers Make Companies Greener? The Moderating Role of Regulatory Pressures”, Forthcoming, with P. Kanashiro, *Journal of Business Ethics*

“Local Community Characteristics and Cooperation for Shared Green Reputation”, 2017, with M. Naranjo, J. Robalino, F. Alpizar, and A. Blackman, *Policy Studies Journal*, Vol. 45(4): 613-632.

“Toward a Place-Based Understanding of Environmental Sustainability: The Role of Green Competitors and Green Locales in Firms' Voluntary Environmental Engagement”, 2017, with J. DeBoer and J. Panwar, *Business Strategy & the Environment*, Vol.26: 940–955

“Does Tourism Eco-Certification Pay? Costa Rica's Blue Flag Program”, 2014, with A. Blackman, M. Naranjo, J. Robalino, and F. Alpizar, *World Development*, Vol. 58: 41–52

Awards: Tucker Endowed Fellow, GWSB (2015-present); Distinguished Service Award, Organizations and the Natural Environment Division of the Academy of Management (2012); GWU Institute of Public Policy Research Scholar (2012-13); Outstanding Book Award 2011, Academy of Management

Richard Robin: Professor of Russian & Int'l Affairs, Dept. of Romance, German and Slavic Languages and Literatures, CCAS &ESIA

CIBER: *Business Languages*

Education: Ph.D., Slavic Linguistics, University of Michigan

Research Experience: Russian language, linguistics, and methodology; Russian media

Teaching Experience: Russian: first-year intensive, second-year intensive, fourth-year, methodology of teaching Russian; Russian Syntax; Russian Phonetics and Phonology; Russian Historical Grammar; Business Russian

Selected Publications:

CIBER Business Russian, 2014, with G. Shatalina and O. Prokhvacheva, Amazon Kindle Edition

Golosa: A Basic Course in Russian, Book 1&2 5th ed., 2011& 2013, with K. Evans-Romaine and G. Shatalina

"Lexicalized Aspect in Russian Oral Proficiency Interviews", 2012, *Modern Language Journal*, Vol. 96(1): 34-50

"Political Russian", 2009, Editions 1-6, with Natasha Simes, Washington, D.C.: ACTR-Kendall/Hunt

Golosa: A Basic Course in Russian", Book 1 and 2, 2007, editions 1-4, with K. Evans-Romaine, G. Shatalina, and J. Robin, Saddle River, N.J.: Prentice Hall

"Computers and Pedagogy in Russian: Where Have We Been? Where Are We Going?", 2006, *Slavic and East European Journal*, Vol. 50(1): 65-82

Teaching cases: Nashestvie - Multimedia Business Russian project (2013); The Russianization of Psybiznes (2007)

Awards: CIBER Grants for Curriculum Materials Development (2011-2013; 2009-2011; 2006-2009); GW Language Center Innovative Teaching Award (2009); AATSEEL Slavic College Teacher of the Year Award (2006); Department of Education Title IV Grants, with Anna Chamot (2005-2008; 2002-2013)

Other: Director, Russian Language Program; Former Chair, Department of Romance, German, & Slavic Languages

David Ruda: Undergraduate Business Curriculum and Programing, GW-CIBER

CIBER: *Administrative Staff*

Education: M.Ed. Higher Education and Student Affairs, University of South Carolina & M.A Clinical Mental Health Counseling, The George Washington University.

Profile: David is currently pursuing a Ph.D. in Counselor Education at The George Washington University. He spent the last six years as the Assistant Director of Undergraduate Programs where he managed co-curricular programming and oversaw the implementation of a 1-credit experiential course required for freshmen and transfer students. He has research experience in coping and stress management, men's identity development, program assessment and evaluation and liberal arts integration with undergraduate business curriculum. David is a passionate educator who enjoys developing and implementing engaging programming that challenges students to think critically.

John Saylor: Director, International Trade Group, Commonwealth Trading Partners, Inc.

CIBER: *Advisory Council Member*

Education: University of North Carolina Greensboro

Experience: John Saylor has over 40 years of diversified transportation, logistical and trade development experience. His introduction into the world of international trade and transportation began in 1968 after serving four years in the U.S. Marine Corps., whereupon he worked for a Miami based freight forwarder with extensive operations throughout Central and South America. During this time period he was based in Guatemala City overseeing the company's Central American operations. Upon his return to the US in 1973 Mr. Saylor joined P. Lorillard Tobacco Corp., manufacturer of Kent and Newport cigarettes as their International Traffic Manager. In 1976 British American Tobacco acquired Lorillard's international business and merged it into their U.S. operating arm, Brown and Williamson Tobacco where Mr. Saylor took over as Director of International Operations for B&W overseeing export manufacturing, order processing and distribution worldwide. In 1982 he also assumed control as Director of the newly formed B&W Trading Company, an international trading company established by B&W to offset tobacco and cigarette sales through counter-trade and bartering. Subsequently Mr. Saylor later partnered in trade consulting and freight forwarding and Customs brokerage firms as President of American Overseas Transport. Most recently Mr. Saylor was Director of Maritime Services for Halcrow, Inc. a global consulting firm specializing in infrastructure planning, engineering and finance. In 1984 Mr. Saylor was appointed Commissioner of the Virginia Port Authority by Virginia Governor Charles Robb to a term of 5 years. Prior to this appointment, Mr. Saylor served as Chairman of the National Maritime Council's Shipper Advisory Board in Washington, DC. Mr. Saylor is also President of the U.S.-Serbia Business Council. Considered a Balkan expert Mr. Saylor is on call to the State Department concerning trade and political issues in this region. Working with the U.S. Chamber of Commerce Mr. Saylor actively participated in various Chamber business coalitions for a number of Free Trade Agreements including Singapore, DR-CAFTA and the most recent FTA's for Panama, Colombia and Korea.

Other: Immediate Former Chair, VA/DC District Export Council

Jay Shambaugh: Professor of Economics and International Affairs, GWU

CIBER: *Trade, Capital, and Investment Flows*

Education: Ph.D., Economics, University of California, Berkeley

Research Experience: International economics; Macroeconomics; Exchange rate regimes; Monetary policy

Teaching Experience: International Financial Markets; Finance theory and Policy; International Macroeconomics

Selected Publications:

"The Rise and Fall of European Current Account Deficits", 2016, with J. S. Kang, *Economic Policy*, Vol. 31(85)

"International Currency Exposures, Valuation Effects, and the Global Financial Crisis", 2015, *Journal of International Economics*, Vol. 96: 98-109

"Rethinking Exchange Rate Regimes after the Crisis," 2014, in *What Have We Learned? Macroeconomic Policy after the Crisis*, Eds.: G. Akerlof, O. Blanchard, D. Romer, J. Stiglitz, MIT Press

"Global Savings and Global Investment: The Transmission of Identified Fiscal Shocks", 2012, with J. Feyer, *American Economic Association Journal – Economic Policy*, Vol. 4(2): 95-114

"The Long or Short of it: Determinants of Foreign Currency Exposure in External Balance Sheets", 2010, with P. Lane, *Journal of International Economics*, Vol. 80(1): 33-44

Awards: Rockefeller Center Faculty Research Grant (2006-2007); Foundation Banque de France Research Grant (2006-2007); Dartmouth Junior Faculty Fellowship (2006)

Stephen Smith: Professor of Economics and International Affairs

CIBER: *Poverty, Income Inequality, and Economic Development*

Education: Ph.D., Economics, Cornell University

Research Experience: Development economics; Economics of employee participation; Economics of Organization

Teaching Experience: Development Economics; Economics of Poverty Alleviation; International Economics

Selected Publications:

“Agricultural Extension and Technology Adoption for Food Security: Evidence from Uganda”, 2018, with Y. Pan, and M. Sulaiman, *American Journal of Agricultural Economics*, aay012, <https://doi.org/10.1093/ajae/aay012>

“Person Equivalent Headcount Measures of Poverty” 2016, with J. Foster and T. Castleman, in *Inequality and Growth: Patterns and Policy*, Eds.: K. Basu and J. Stiglitz, Palgrave MacMillan

“Do Foreign Owners Favor Short-Term Profit? Evidence from Germany”, 2016, with V. Dill and U. Jirjahn, *Cambridge Journal of Economics*, Vol. 40: 123–140

“Assessing the Frontiers of Ultra-Poverty Reduction: Evidence from CFPR/TUP, an Innovative Program in Bangladesh”, 2014, with M. S. Emran and V. Robano, *Economic Development and Cultural Change*, Vol. 62(2): 339-380

“Education and Freedom of Choice: Evidence from Arranged Marriages in Vietnam”, 2014, with M. S. Emran and F. Maret-Rakotondrazaka, *Journal of Development Studies*, Vol. 50(4): 481-501

Awards: UNICEF Senior Fellow, UNICEF Office of Research - Innocenti, Florence, Italy (Spring 2018); BASIS Grant (2013-2017); Fulbright Senior Specialist Grant, India (2012); GW Research Enhancement Fund Grant, with M. Moore (2012-2014); GW Research Enhancement Fund Grant, with N. Vonortas (2010-2012);

Other: Faculty Affiliate and Former Director, Institute for International Economic Policy, Elliott School; Non-resident Senior Fellow, The Brookings Institution; Research Fellow, Institute for the Study of Labor

Jennifer Spencer: Professor of Int'l Business and Int'l Affairs, Dept. of International Business, GWSB

CIBER: *Advisory Council Member; Focal Area Coordinator - The Intersection of Business, Government, and Civil Society; Poverty, Income Inequality, and Economic Development*

Education: Ph.D., Business Administration, University of Minnesota

Research Experience: Impact of national institutional structures on firms' strategies; Effects of corruption on firms; International entrepreneurship; Business, government and society

Teaching Experience: Introduction to IB; IB Strategy; Managing the MNE; Age of Globalization

Selected Publications:

“Strategic Responses to FDI in Emerging Markets: Are Core Members More Responsive Than Peripheral Members of Business Groups?”, 2015, with M. Ayyagari and L. Dau, *Academy of Management Journal*, Vol. 51(6): 1869-1894

“Bringing the Institutional Context Back In: A Cross-National Comparison of Alliance Partner Selection and Knowledge Acquisition”, 2013, with G. Vasudeva and H. Teege, *Organization Science*, Vol. 24(2): 319-338

“MNEs and Corruption: The Impact of National Institutions and Subsidiary Strategy”, 2011, with C. Gomez, *Strategic Management Journal*, Vol. 32(3): 280-300

“The Impact of Multinational Enterprise Strategy on Indigenous Enterprises: Horizontal Spillovers and Crowding out in Developing Countries”, 2008, *Academy of Management Review*, Vol. 33(2): 341-361

“How Governments Matter to New Industry Creation”, 2005, with T. P. Murtha and S. A. Lenway, *Academy of Management Review*, Vol. 30(2): 321

Awards: Principal Investigator, CIBER Grant (2010-2014); National Science Foundation Grant (2005-2007)

Other: Coelho Distinguished Scholar; Vice Dean, GWSB (2013-2014); Former Department Chair, International Business (2011-2013); Former Director of GW-CIBER (2006-2013)

Evelyn Suarez: Founder & CEO, The Suarez Firm

CIBER: *Advisory Council Member*

Profile:

Evelyn Suarez founded The Suarez Firm in 2014 to assist companies with opportunities in international markets and in addressing risk associated with regulatory import and export compliance, intellectual property protection and in the supply chain. She has developed a special focus on emerging markets and is recognized for her expertise in customs compliance, trade facilitation, anti-corruption compliance (e.g., Foreign Corrupt Practices Act and UK Bribery Act) and trade policy matters, such as those involved with free trade agreements including the renegotiation of the North American Free Trade Agreement (NAFTA). Ms. Suarez represents clients before all trade agencies and in litigation before the U.S. Court of International Trade, U.S. Court of Appeals for the Federal Circuit, and the U.S. Supreme Court and on legislative matters. Ms. Suarez also has extensive experience handling high profile investigations, including the U.N. Volcker Committee and various Congressional investigations into the U.N. Oil-for-Food Programme. As a thought leader on trade, Ms. Suarez is frequently called on to organize talks on trade topics of the day. She is a frequent lecturer on a myriad of issues affecting companies involved in international trade, especially related to trade policy, customs and anti-corruption compliance. She is viewed as an expert on customs and trade facilitation, including the WTO Trade Facilitation Agreement and its implementation and best practices. She is a Founder and Managing Director of the Transborder Integrity Initiative, a non-profit headquartered in Washington, D.C. with chapters in Latin America (Brazil, Mexico and Chile), which aims to promote, by collective action, transparency and integrity at borders.

Ms. Suarez earned her Juris Doctor degree from Georgetown University Law Center, where she was a member of the *American Criminal Law Review*. A member of the District of Columbia Bar, she is also admitted to the U.S. Court of International Trade, U.S. Court of Appeals for the Federal Circuit and the U.S. Supreme Court. She is listed in *The Best Lawyers in America* for International Trade and as a “Super Lawyer” in International Trade law in Washington, D.C. *Super Lawyers* magazine.

Other: Former President and Board Chair, Association of Women in International Trade

Emmanuel Teitelbaum: Associate Professor of Political Science and International Affairs, GWU

CIBER: *Trade, Capital, and Investment Flows; The Intersection of Business, Government, and Civil Society*

Education: Ph.D., Political Science, Cornell University

Research Experience: Comparative politics; Political economy of development and labor; South Asian politics

Teaching Experience: Comparative Political Economy; Stability and Conflict in South Asia; Introduction to Comparative Politics; Labor and Globalization; Contemporary Politics of South Asia

Selected Publications:

“India’s Weakened Unions Face a Push for Reform”, 2017. *Current History*, Vol. 116(789)

“Ethnic Parties and Public Spending: New Theory and Evidence from the Indian States”, 2015, with T. Thachil, *Comparative Political Studies*, Vol. 48(11): 1389-1420

“Regime Type, Investment, and Economic Protest in Low- and Middle- Income Countries”, 2011, with Graeme Robertson, *American Journal of Political Science*, Vol. 55(3)

“Mobilizing Restraint: Economic Reform and the Politics of Industrial Protest in South Asia”, 2010, *World Politics*, Vol. 62(4)

“Measuring Trade Union Rights Through Violations Recorded in Textual Sources: An Assessment”, 2010, *Political Research Quarterly*, Vol. 63(2)

Awards: GW University Facilitating Fund Research Grants (2008-2009; 2006-2007); CIBER Research Grants (2008-2009; 2006-2007); Sigur Center for Asian Studies Research Grant (2008-2009); US Institute of Peace Senior Fellowship (2009-10)

Robert Weiner: Professor of International Business, Public Policy & Administration, and International Affairs; Chair, Department of International Business, GWSB, TSPPPA, ESIA

CIBER: *Advisory Council Member; Faculty Coordinator - Natural Resource Management & Environmental Sustainability*

Education: Ph.D., Business Economics, Harvard University

Research Experience: International Finance, International Strategy, Petroleum Industry, Privatization, Futures markets; Public and private enterprise; Multinational corporations; Transfer prices; Taxes

Teaching Experience: Global Perspectives; International Financial Management; International Financial Markets; International Portfolio Management; Oil: Industry, Economy, Society; Public-Private Partnerships

Selected Publications:

“State Ownership and Transparency in Foreign Direct Investment”, 2017, with A. Cannizzaro, *Journal of International Business Studies*, Vol. 49(2)

“Do Birds of a Feather Flock Together? Firm-level Evidence on Corruption and FDI”, 2017, with L. Yan, *Academy of Management Proceedings* 2017(1)

“Energy Security and Foreign Investment: Asian Resource Nationalism in a Political-Economy Mirror”, 2016, in *Energy Security in Asia and Eurasia*, Eds.: M. Mochizuki and D. Ollapally

“Multinational Investment and Voluntary Disclosure: Project-Level Evidence from the Petroleum Industry”, 2015, with A. Cannizzaro, *Accounting, Organizations and Society*, Vol. 42: 32-47

“Institutions sans Frontières: International Agreements and Foreign Investment”, 2014, with S. Jandhyala, *Journal of International Business Studies*, Vol. 45: 649-669

Awards: CIBER Research Grants (2006-2018); Resources for the Future, Gilbert White Fellowship (2005-2006)

Other: Member of the Editorial Board, *Journal of International Business Studies*

Nevena Yakova: Program Manager, GW-CIBER

CIBER: *Administrative Staff*

Education: Ph.D., International Business, Rutgers University

Research Experience: Foreign direct investment; Transition economies of Central and Eastern Europe; globalization of management practices; cross-functional and cross-cultural knowledge sharing

Teaching Experience: Introduction to International Business; International Business Environment

Selected Publications:

“Some Macro-Data on the Regionalization/Globalization Debate: A Comment on the Rugman/Verbeke Analysis”, 2007, with J. H. Dunning & M. Fujita, *Journal of International Business Studies*, Vol. 38(1): 177-199

“Standardization Preferences: A Function of National Culture, Work Interdependence, and Local Embeddedness”, 2006, with W. Newbury, *Journal of International Business Studies*, Vol. 37(1): 44-60

“On Characterizing the 4 C’s in Supply Chain Management”, 2005, with M. Lejeune, *Journal of Operations Management*, Vol. 23(1): 81-100

Phyllis Zhang: Associate Professor of Chinese and International Affairs, GWU

CIBER: *Business Languages*

Education: Ed.D, Applied Linguistics, Columbia University

Research Experience: Technology enhanced pedagogy; Second language acquisition; Chinese linguistics

Teaching Experience: Beginning through advanced levels; Intermediate and Advanced Chinese (Conversational); Advanced Conversation & Composition; Business Chinese; Legal Chinese

Selected Publications:

Ni-Wo-Ta: An Introductory Course in Modern Chinese, 2014, Cengage Learning

“Using video to promote the acquisition of advanced proficiency”, 2013, *Journal of Technology and Chinese Language Teaching*, Vol. 4(2): 69-85

“Using Voice Thread to Boost Proficiency Development: Performance-based Activity Design”, 2011, *Journal of Technology and Chinese Language Teaching*, Vol. 2(1): 63-80

“Developing Chinese Fluency - The Textbook and The Workbook”, 2009, Cengage Learning, U.S.& Asia

David and Helen in China: An Intermediate Course in Modern Chinese, 2009, Audio Program (two CDs); principal author. Yale University Press

Awards: *Innovative Multimedia Material Award*, the 9th International Conference on Chinese Language Teaching(2008); *Bender Outstanding Teaching Award*, George Washington University (2007)

Other: Director, GW Chinese Language Program

EXHIBIT 7 BUDGET NOTES

PERSONNEL (NON-ACTIVITY BASED)

The primary input into all of the proposed activities will be the time and talents of an experienced Director and staff, and dedicated Faculty Coordinating Board members. Together, these groups of individuals will coordinate the activities of the Center, develop programs and activities, design curricula, organize workshops and conferences, and disseminate outputs via the internet, conferences, and articles. These salary and administrative costs, broken down as follows, will contribute to all programming.

Cost Breakdown for Administrative Staff and RAs (details for each line item below table)

Personnel: CIBER Administrative Staff & RAs	Year 1		Year 2		Year 3		Year 4	
	Sponsor	Matching	Sponsor	Matching	Sponsor	Matching	Sponsor	Matching
CIBER Director (Helm)	\$26,166	\$82,563	\$26,166	\$84,703	\$26,166	\$86,908	\$26,166	\$89,179
CIBER Admin Staff (Gaul, Yakova)	\$54,595	\$141,947	\$56,233	\$146,206	\$57,920	\$150,592	\$59,657	\$155,109
CIBER RAs (TBD)	\$0	\$18,555	\$0	\$18,555	\$0	\$19,085	\$0	\$19,085
Total Cost	\$80,761	\$243,065	\$82,399	\$249,464	\$84,086	\$256,585	\$85,823	\$263,373

- CIBER Director (Years 1-4)**

GW-CIBER Director, Anna Helm, will oversee all aspects of the Center in coordination with the Administrative Staff and Faculty Coordinating Board, and is accountable to a) Vice Dean for Faculty and Research (direct report); the GW-CIBER Advisory Council, the Office of the Vice President for Research; and the Department of Education Program Officer.

-Academic Year Effort: The Director will devote 50% time during each academic year for four years. See budget spreadsheets for base salary and project salary projections.

-Summer Compensation: Based on other CIBER Directors' summer salaries - \$30,000 plus 24.6% fringe = \$37,380 (Split between sponsored funds @ \$26,166 and matching funds @ \$11,214).

Total: \$26,166 per year (Sponsor Funds)

\$82,563 for Year 1; \$84,703 for Year 2; \$86,908 for Year 3; \$89,179 for Year 4 (Matching Funds)

- CIBER Administrative Staff (Years 1-4)**

Two full-time staff members, Alexis Gaul and Nevena Yakova, will oversee the administration of GW-CIBER activities. The daily work activities of these full-time staff members will include marketing and organizing GW-CIBER conferences, workshops, institutes, and presentations; ensuring effective implementation of all GW-CIBER programming; disseminating the outputs of GW-CIBER programming via websites, reports, and other media; communicating with GW-CIBER's internal and external stakeholders; negotiating and monitoring cooperative agreements between GW-CIBER and other GW units and outside organizations including universities, research institutes, multilateral organizations, private sector firms, non-profit organizations and government agencies.

-*Compensation:* These two individuals will dedicate 90% effort to this position, and thus the contribution is specifically identifiable with this particular sponsored project relatively easily and with a high degree of accuracy. See budget spreadsheets for base salary and project salary projections

Total: **\$54,595 for Year 1; \$56,233 for Year 2; \$57,920 for Year 3; \$59,657 for Year 4 (Sponsor Funds)**
 \$141,947 for Year 1; \$146,206 for Year 2; \$150,592 for Year 3; \$155,109 for Year 4 (Matching Funds)

- **CIBER RAs (Years 1-4)**

GW-CIBER will hire a mix of undergraduate and graduate RAs to serve several functions within the CIBER office. Work-study students¹ (both graduate and undergraduate) will be employed wherever possible, though at times the skillset required and/or the timing of employment necessitates hiring graduate or non-work study RAs.

- Marketing and Communications RAs will work on designing marketing communication materials in printed and electronic form to ensure that a consistent brand message is delivered to the Center’s constituents in a timely manner and via different channels. Specific tasks include design of electronic and print brochures, flyers, posters, and website material.
- Undergraduate Co-curricular initiatives coordinator RA will work with GW-CIBER to design and develop programming related to IB training for undergraduates, such as the Communities of Practice program, and the IB Career Treks.
- Other programs and events RAs will work with GW-CIBER staff in organizing and hosting conferences, workshops, summer institutes, and other events.
- Business Language RA will support pedagogy and outreach initiatives within the BL program, such as the “Study Abroad @ Home” and “Career Corner” podcast program. This RA reports directly to the BL Faculty Coordinator

-*Compensation:* Budget for RA funding is \$17,454 (Years 1&2) and \$17,954 (Years 3&4). Undergraduate Co-curricular initiative coordinator is budgeted at \$20 an hour @ 10 hours a week for 52 weeks for a total of \$10,400 (\$11,055 with fringe). For other positions: Non-work-study rate range is \$13 to \$18 per hour and work study range is \$3.25 to \$4.50. RAs will work between 5-15 hours a week depending on status of hire.

Total: **\$19,085 in Years 1-4 (Matching Funds)**

Cost Breakdown for Personnel: Faculty Coordinating Board (details for each line item below table)

Personnel: Faculty Coordinating Board	Year 1		Year 2		Year 3		Year 4	
	Sponsor	Matching	Sponsor	Matching	Sponsor	Matching	Sponsor	Matching
CIBER Faculty Coordinating Board*	\$3,115	\$104,235	\$3,115	\$107,362	\$3,115	\$110,583	\$3,115	\$113,901
CIBER Faculty BL Coordinator	\$8,722	\$12,175	\$8,722	\$12,540	\$8,722	\$12,916	\$8,722	\$19,955
Total Cost	\$11,837	\$116,410	\$11,837	\$119,902	\$11,837	\$123,499	\$11,837	\$133,856

¹ Under the federal work-study program, GW-CIBER pays only 25% of the wages of work-study students. The work-study program is not available in the summer.

- Faculty Coordinating Board Members (Kaplan, Brinkerhoff, Chen, Phene, Orttung, Weiner, Riddle, Spencer and Maurer) (Years 1 – 4)**
 FCB members will be responsible for nurturing, guiding, and offering expertise to faculty members interested in developing teaching materials, business training programs, conferences and workshops, or research projects in their focal areas, and serving as reviewer for the internal RFP process to select the highest quality proposals for funding. FCB members will also oversee other activities within their focal area (though organization of those conferences may be done by other GW faculty members). FCB members will also work with the Director and the GW-CIBER staff to identify synergies among programs, and mechanisms to ensure broad dissemination of materials created through GW-CIBER activities. FCB member Noel Maurer will coordinate the internal RFP competition and serve as the Coordinator overseeing the RFP projects and working closely with the other FCB members to ensure linkages between projects and the focal areas.
-Academic Year Effort: The Faculty Coordinators will devote a minimum of 5% time during the academic year for four years.
-Summer Compensation: The RFP Director is compensated \$2,500 plus 24.6% fringe (\$3,115) in the summer for his oversight of the RFP projects.
Total: \$3,115 in Years 1-4 (Sponsor Funds)
\$104,235 for Year 1; \$107,362 for Year 2; \$110,583 Year 3; \$113,901 for Year 4 (Matching Funds)
- Faculty Business Language (BL) Coordinators (Gonglewski) (Years 1 – 4)**
 The BL Coordinator will serve on the FCB and hold the responsibilities noted above, and also: 1) coordinate with language faculty and department chairs regarding BL program implementation, specifically the development of the business language client consulting projects; 2) identify and develop professional development opportunities to ensure faculty have the skills necessary to successfully complete proposed programming, including supplementing the case workshop for needs of BL faculty; etc. 3) create other types of professional development workshops and trainings for language instructors from the region and 4) oversee all elements of the BL network.
-Academic Year Effort: These Faculty Business Language Coordinator will devote a minimum of 10% time during the academic year for four years. In Year 4, her effort increase to 15% to account for proposed hosting of the CIBER business language conference. See budget spreadsheets for base salary and project salary projections. NOTE: This faculty member will also contribute effort for a couple of other distinct business language projects during the course of the four year; such effort will be reflected in the activity budget numbers.
-Summer Compensation: This faculty coordinator is compensated \$7,000 plus 24.6% fringe (\$8,722) in the summer for her work.
Total: \$8,722 per year (Sponsor Funds)
\$12,175 for Year 1; \$12,540 for Year 2; \$12,916 for Year 3; \$19,955 for Year 4 (Matching Funds)

GENERAL ADMINISTRATIVE COSTS

General Administrative Costs	Year 1		Year 2		Year 3		Year 4	
	Sponsor	Matching	Sponsor	Matching	Sponsor	Matching	Sponsor	Matching
CIBERWeb	\$500	\$0	\$500	\$0	\$500	\$0	\$500	\$0
CIBER Director's Conference	\$600	\$0	\$600	\$0	\$600	\$0	\$600	\$0
Assessment and Evaluation	\$7,930	\$7,140	\$7,930	\$7,354	\$7,930	\$7,575	\$10,930	\$7,802
Total Cost	\$9,030	\$7,140	\$9,030	\$7,354	\$9,030	\$7,575	\$12,030	\$7,802

- **CIBERWeb (Years 1-4)**

-*Annual Fee:* Fee for the website that disseminates information about programming at all of the nation's CIBERs = \$500

Total: \$500 per year (Sponsor Funds)

- **CIBER Director's Conference (Years 1-4)**

-*Registration Fee:* Assumes registration fees for the director and associate director. Cost is based on registration fees of previous Director Meetings \$300 @ 2 participants = \$600

Travel: Conference is local so travel funds not needed.

Total: \$600 per year (Sponsor Funds)

- **Assessment and Evaluation (Years 1-4)**

Kathryn Newcomer will serve as our independent evaluator and will work year-round on evaluation for the Center. We will also be utilizing the services of three external evaluators to do more summative evaluation at the end of each year.

-*Peer Evaluators from other universities:* compensation for one external evaluation each year = \$1,500; three evaluations in final year = \$4,500

-*Independent Evaluator Academic Year Effort:* The independent evaluator, Kathryn Newcomer, will devote a minimum of 2.5% time during academic year for four years. See budget spreadsheets for base salary and project salary projections.

-*Independent Evaluator Summer Compensation:* Compensation of \$5,000 plus 24.6% fringe (\$6,230) in the summer for her work.

-*Evaluation Software:* Annual subscription to SurveyMonkey: \$200

Total: \$7,930 for Years 1-3; \$10,930 for Year 4 (Sponsor Funds)

\$7,140 for Year 1; \$7,354 for Year 2; \$7,575 for Year 3; and \$7,802 for Year 4 (Matching Funds)

OBJECTIVE 1: ESTABLISH AN IB REGIONAL CONSORTIUM WITH WEST VIRGINIA UNIVERSITY AND UNIVERSITY OF RICHMOND

Cost Breakdown for Objective 1 (details for each line item below table)

Objective 1: Establish an IB Regional Consortium	Year 1		Year 2		Year 3		Year 4	
	Sponsor	Matching	Sponsor	Matching	Sponsor	Matching	Sponsor	Matching
1a. Annual Consortium Meeting	\$700	\$0	\$1,500	\$	\$700	\$0	\$1,500	\$0
1b. Annual IB Research Conference	\$3,850	\$0	\$2,000	\$0	\$3,850	\$0	\$2,000	\$0
1c. Joint IB Course with Export Consulting	\$0	\$0	\$3,500	\$0	\$3,500	\$0	\$3,500	\$0
1d. Energy Boom ExecEd Initiative	\$1,500	\$0	\$1,500	\$0	\$500	\$0	\$500	\$0
1e. iGeneration Globaliz'n Perceptions Study	\$1,890	\$4,546	\$1,890	\$4,635	\$1,090	\$3,132	\$1,090	\$3,226
Total	\$7,940	\$4,546	\$10,390	\$4,635	\$9,640	\$3,132	\$8,590	\$3,226

*Costs associated with the significant time involved in the preparation and implementation of the proposed activities (by GW-CIBER staff, faculty director and faculty coordinators) is listed in the first and second tables of this budget narrative.

- Annual Regional Consortium Meetings with Executive Briefings (Years 1 & 3) (Partner School hosts Years 2 & 4)**
 -*Meals:* Food and non-alcoholic beverages 20 participants for one event X \$35/participant = \$700 for Years 1 & 3
 -*Travel:* Travel to Morgantown, West Virginia and Richmond, Virginia in Years 2 & 4 respectively. Assumes 2 nights of hotel for 3 travelers at @ \$175 = \$1,050; car rental or mileage reimbursement of \$300; Food not covered by meeting is targeted at \$25 a day per traveler at 2 days. Total is \$1,500.
Total: \$700 in Years 1 & 3; \$1,500 in Years 2 & 4 (Sponsor Funds)
- Annual Regional IB Research Conference (Years 1 & 3) (Partner School hosts Years 2 & 4)**
 -*Meals:* Food and non-alcoholic beverages 60 participants for one event X \$35/participant = \$2,100 for Years 1 & 3
 -*Room Rental & Tech/AV Costs:* Assumes one on campus room rental and associated tech costs at \$1,500 for Years 1 & 3 (Note: most events will take place in GW School of Business and there is no direct charge for that space. Due to audience size and event type, some events will take place in the campus conference space outside of the business school).
 -*Materials:* workshop poster and program materials = \$250 for Years 1 & 3
 -*Travel:* Travel to Morgantown, West Virginia and Richmond, Virginia in Years 2 & 4 respectively. Assumes 2 nights of hotel for 3 travelers at @ \$175 = \$1,050; car rental or mileage reimbursement of \$300; Food not covered by meeting is targeted at \$25 a day per traveler at 2 days. Travel subsidy of \$500 for faculty member from region to attend/present. Total is \$1,500.
Total: \$3,850 for Years 1 & 3 \$2,000 in Years 2 & 4 (Sponsor Funds)
- Joint IB Course with Export Consulting (Years 2-4)**
 -*Staff Time:* Director Helm will devote significant time to working with the faculty leads at VWU and University of Richmond to design and execute this course.
 -*Travel:* Funding for 10 students from partner schools for stay in Washington, DC for boot camp program. Assumes 5 hotel rooms @ \$200 a night for three nights = \$3,000
 -*Faculty Lecture Fee (Supplemental Compensation):* Funding for a faculty member to give session on building virtual teaming skills at boot camp @ \$500.
Total: \$3,500 for Years 2-4 (Sponsor Funds)
- Joint Executive Education Initiative (Years 1– 4)**
 -*Program Development:* Feasibility study and market research will be done on viability of programming @ \$1,500 for Years 1 & 3. Part of these program development costs could include travel for GW-CIBER Staff and project lead to conduct meetings. Assumes program will be revenue generating and the budget for Years 3 & 4 are to cover some of the materials for the program.
 -*Materials:* \$500 for program materials, such as training booklets, programs, etc.
Total: \$1,500 for Years 1 & 2; \$500 for Years 3 & 4 (Sponsor Funds)
- Collaborative Research on iGeneration Perception of Globalization (Years 1-4)**
 -*Travel:* Assumes 2 nights of hotel for 1 travelers at @ \$175 = \$300; car rental or mileage reimbursement of \$300; Food at \$50 a day for 3 full days for both Years 1 (Morgantown, WVU) and 2 (Richmond). Total is \$800 for each year.
 -*Research Assistance Funds:* Assumes 1 RA working 10 hours a week for 10 weeks @ hourly rate of \$1,500. Total with fringe is \$1,595

-Faculty Salary (Academic Year Effort and Summer Compensation): Assumes project will take 20% of Liesl Riddle's role as curriculum / co-curricular initiatives faculty coordinator, which carries 5% academic year effort and summer compensation of \$3,500 (\$4,361 with fringe). Faculty member will be working on project throughout academic year and summer.

Total: **\$1,672 for Years 1 & 2; \$872 for Years 3 & 4 (Sponsor Funds)**

\$3,956 for Year 1; 4,027 for Year 2; \$2,506 for Year 3; and \$2,581 in Year 4

OBJECTIVE 2: INCREASE OPPORTUNITIES FOR STUDENTS TO GAIN EXPOSURE TO IB STUDIES – CURRICULAR AND CO-CURRICULAR

Cost Breakdown for Objective 2 (details for each line item below table)

Objective 2: Increase students exposure to IB	Year 1		Year 2		Year 3		Year 4	
	Sponsor	Matching	Sponsor	Matching	Sponsor	Matching	Sponsor	Matching
2a. Curriculum Development through RFP	\$14,329	\$45,381	\$14,329	\$45,381	\$14,329	\$45,381	\$14,329	\$45,381
2b. Undergraduate IB minor	\$5,209	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2c. Online MBA IB Courses	\$1,090	2,952	\$1,090	\$3,040	\$1,090	\$3,132	\$1,090	\$3,226
2d. Rising Market Powers Course	\$0	\$0	\$7,476	\$13,301	\$0	\$0	\$0	\$0
2e. Global BBA Enhancement	\$2,125	\$0	\$2,125	\$0	\$2,125	\$0	\$2,125	\$0
2f(i). Undergraduate Student Advisory Board	\$1,000	\$0	\$500	\$0	\$1,000	\$0	\$1,000	\$0
2f(ii). IB Case Competition	\$4,090	\$0	\$3,590	\$0	\$4,090	\$0	\$3,590	\$0
2f(iii). Global Mindset Workshop	\$2,125	\$0	\$2,125	\$0	\$2,125	\$0	\$2,125	\$0
2g. Speakers Database and Speaker Series	\$1,500	\$0	\$1,500	\$0	\$1,500	\$0	\$1,500	\$0
2h. Visiting Scholar and Student Integration	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$31,468	\$48,333	\$32,735	\$61,722	\$26,259	\$48,513	\$25,759	\$48,607

*Costs associated with the significant time involved in the preparation and implementation of the proposed activities (by GW-CIBER staff, faculty director and faculty coordinators) is listed in the first and second tables of this budget narrative.

- Curriculum Development on Theme and Focal Areas through RFP (Years 1-4)**

Assumes three faculty members are selected each year through the RFP competition to carry out major curriculum projects in the focal areas.

Further breakdown is as follows:

-Faculty Salary (Academic Year Effort and Summer Compensation): Assumes two of the three faculty members selected each year will devote 10% of their academic year time to the project (estimates salary of \$100,000). One of the three will also receive summer salary of \$5,500 (plus 24.6% fringe).

-Faculty Salary – Course Buyout (Academic Year Effort and Compensation): Assumes one of the three faculty members' projects each year is significant enough to warrant course buy-out

-*Comment:* Effort for these projects is budgeted at 16.67% for the academic year assuming a \$100,000 salary (including 3% increase on Jan 1) plus fringe. Approximately 5.8% of this effort is budgeted to the grant and the remaining 10.8% will be covered by matching funds.

-*Research Assistants Wages:* Assumes support of \$4,000 (plus 6.3% fringe) in all years spread across the various projects.

-*Travel:* Assumes travel for fieldwork at \$2,000 in all years spread across the various projects.

Total: ***\$14,329 for Years 1-4 (Sponsor Funds)***

\$45,381 for Years 1-4 (Matching Funds)

- **Undergraduate Minor for Non GWSB Students (Year 1)**

-*Academic Year Effort:* IB Department Chair will be devoting 2.5% of his time during the academic year for year 1 to assist with the design and implementation of a new IB minor for non GW School of Business students. Dr. Yang will be working closely with the Office of Undergraduate Programs and the International Business Department on this program. See budget spreadsheets for base salary and project salary projections.

Total: ***\$5,209 (Matching Funds)***

- **Online MBA Courses (Years 1-4)**

-*Faculty Salary (Academic Year Effort and Summer Compensation):* Assumes project will take 20% of Liesl Riddle's role as curriculum / co-curricular initiatives faculty coordinator, which carries 5% academic year effort and summer compensation of \$3,500 (\$4,361 with fringe). Faculty member will be working on project throughout academic year and summer.

Total: ***\$872 for Years 1-4 (Sponsor Funds)***

\$2,362 for Year 1; \$2,433 for Year 2; \$2,506 for Year 3; \$2,581 in Year 4 (Matching Funds)

- **"Rising Markets Power" Course Development (Year 2)**

-*Faculty Salary – Course Buyout (Academic Year Effort and Compensation):* Faculty member, Stephan Kaplan, will be designing a major new class that will be cross listed at both GWSB and ESIA. Project is significant enough to warrant course buy-out. Effort for this is budgeted at 16.67% for the academic year and approximately 5.988% of this effort is budgeted to the grant and the remaining 10.672% will be covered by matching funds.

Total: ***\$7,476 (Sponsored Funds)***

\$13,301 (Matching Funds)

- **Global Bachelors Program (Years 1-4)**

-*Honoraria / Lecture Fee for workshop:* Assumes compensation to Stacie Berdan for 1 workshop a year @ \$1,500.

-*Travel:* Assumes 50% of the total cost of Ms. Berdan's travel costs since trip is being combined with Initiative 2f(iii) Flight for \$500, 2 nights of hotel @ \$250 a night in Washington, DC, local transport, including airport taxis @ \$100 a night, and \$50 per day for food for three full days = \$1250 total cost of planned trip. 50% allocated to this initiative is \$625.

Total: ***\$2,125 in Years 1-4 (Sponsor Funds)***

- Undergraduate Student Advisory Board (Years 1-4)**
-Professional Development Funding: Funding provided to student advisory council board to attend conferences/workshops to capacity and leadership. Funding for support for 2 students at \$500 each for Years 1, 3 and 4. Support for 1 student in Year 2.
Total: *\$1,000 in Years 1, 3 and 4; \$500 in Years 2 (Sponsor Funds)*
- IB Case Competition Support and Capacity Building (Years 1-4)**
-Faculty Salary (Academic Year Effort and Summer Compensation): Assumes project will take 20% of Liesl Riddle's role as curriculum / co-curricular initiatives faculty coordinator, which carries 5% academic year effort and summer compensation of \$3,500 (\$4,361 with fringe). Faculty member will be working on project throughout academic year and summer.
-Travel: In Years 1 & 3, students will be given support to add on a night in San Diego to do IB career trek alongside SDSU case competition. Assumes 4 rooms @ \$250 a night = \$1,000. GWSB Undergrad office pays for the rest of the competition costs. Also, in Years 1 & 3, students will be given support to add on a night in Copenhagen to do IB career trek alongside CBS Case Competition. Funding will also be used to pay faculty member advisor's travel – assumes flight of \$1,000, hotel for three nights for \$750 total, airport taxis/local transport for \$100 and food at \$50 a day for three days. In Years 2 & 4, students will be given same support for SDSU case competition/career trek and then one team will be subsidized at \$1,500 to cover costs of traveling to Northwestern for CUIBE case competition.
Total: *\$3,872 in Years 1, 3; \$3,372 in Years 2 & 4 (Sponsor Funds)*
 \$2,362 for Year 1; \$2,433 for Year 2; \$2,506 for Year 3; \$2,581 in Year 4 (Matching Funds)
- Global Mindset Programming (Years 1-4)**
-Honoraria / Lecture Fee for workshop: Assumes compensation to Stacie Berdan for 1 workshop a year @ \$1,500.
-Travel: Assumes 50% of the total cost of Ms. Berdan's travel costs since trip is being combined at same time as Initiative 2e Flight for \$500, 2 nights of hotel @ \$250 a night in Washington, DC, local transport, including airport taxis @ \$100 and \$50 per day for food for three full days = \$1250 total cost of planned trip. The 50% of travel allocated to this initiative is \$625.
Total: *\$2,125 in Years 1-4 (Sponsor Funds)*
- Speakers Database and Speaker Series Program Programming (Years 1-4)**
-Staff Time: Staff members Gaul and Yakova will devote staff time to creating the speakers database. The database will be a resource for the GW community, as well as our MSI partner, Howard University. That is included in Administrative/Staff costs section.
-Travel: Assumes 2-3 guest speakers @ \$500-750 each = \$1,500
Total: *\$1,500 in Years 1-4 (Sponsor Funds)*
- IB Visiting Scholars Integration with Student Programming (Years 1-4)**
-Staff Time: Staff members Gaul and Yakova will devote staff time to working with the faculty/staff leads of the Capital Markets Program and the African Civil Society Fellows Program to create co-curricular engagement between the stakeholders. That is included in Administrative/Staff costs section.

OBJECTIVE 2: COLLABORATING WITH BUSINESSES TO CREATE EXPERIENTIAL LEARNING AND TRAINING

Cost Breakdown for Objective 3 (details for each line item below table)

Objective 3: Collaborations with Businesses for Student Training	Year 1		Year 2		Year 3		Year 4	
	Sponsor	Matching	Sponsor	Matching	Sponsor	Matching	Sponsor	Matching
3a. Student Export Training with VA/DC DEC	\$1,500	\$0	\$1,500	\$0	\$1,500	\$0	\$1,500	\$0
3b. IB Internship Program with Alumni	\$2,500	\$0	\$1,500	\$0	\$1,500	\$0	\$1,500	\$0
3c. Joint Consulting Course with SEAS	\$3,125	\$0	\$3,125	\$0	\$3,125	\$0	\$3,125	\$0
3d. Managing Virtual Teams Course	\$3,872	\$2,362	\$3,872	\$2,433	\$3,872	\$2,506	\$3,872	\$2,581
3e. Consulting Abroad Program (CAP)	\$6,250	\$20,493	\$6,250	\$21,108	\$6,250	\$21,741	\$6,250	\$22,393
3f. CAP for non-GMBA Students	\$10,498	\$22,855	\$10,498	\$23,540	\$10,498	\$24,247	\$10,498	\$24,974
3g. IB Community of Practice (CoP)	\$2,000	\$0	\$2,000	\$0	\$2,000	\$0	\$2,000	\$0
3h. IB Career Treks	\$2,000	\$0	\$2,000	\$0	\$2,000	\$0	\$2,000	\$0
3i. Women in IB Career Initiative	\$6,000	\$0	\$6,000	\$0	\$6,000	\$0	\$6,000	\$0
3j. Executive in Residence Program	\$1,750	\$0	\$1,750	\$0	\$1,750	\$0	\$1,750	\$0
Total	\$39,495	\$45,710	\$38,495	\$47,081	\$38,495	\$48,494	\$38,495	\$49,948

*Costs associated with the significant time involved in the preparation and implementation of the proposed activities (by GW-CIBER staff, faculty director and faculty coordinators) is listed in the first and second tables of this budget narrative.

- Student Exporting Training with VA/DC DEC (Years 1-4)**

-*Staff Time*: Director Helm and Staff members Gaul and Yakova will devote significant staff time to working with the VA/DC DEC leadership to develop and design program. That is included in Administrative/Staff costs section.

-*Honoraria / Lecture Fee for trainings*: Assumes compensation to three speakers @ \$500 each = \$1,500.

Total: \$1,500 for Years 1-4 (Sponsor Funds)

- Alumni IB Internship Program (Years 1-4)**

-*Staff Time*: Director Helm and Staff members Gaul and Yakova will devote significant staff time working with the School's alumni office and Career Services office to develop this program. That is included in Administrative/Staff costs section.

-*International Travel Support*: Assumes 3 travel grants for international airfare at \$500 each = \$1,500; partial travel funding (\$1,000) in Year 1 for Director Helm to visit a couple of European cities to visit with alumni to develop program.

Total: \$2,500 for Year 1; \$1,500 for Years 2-4 (Sponsor Funds)

- Joint Consulting Course with GW Science and Engineering School (SEAS) (Years 1-4)**

-Staff Time: Director Helm will devote significant staff time working with the Innovation Center at SEAS to design and develop the program. That is included in Administrative/Staff costs section.

-Consulting Training Instructor Fee: Assumes 50% Instructor fee for consulting training at \$5,000 (based on payment for similar workshop in spring '18) since this workshop will also be offered for stakeholders described in Initiative #3f. Therefore, total is \$2,500

- Travel for Consultant Trainer: Assumes 50% of the total cost of Mr. Friga travel costs since trip is being combined with Initiative 3f. Flight for \$500, 2 nights of hotel @ \$250 a night in Washington, DC, local transport, including airport taxis @ \$100 a night, and \$50 per day for food for three full days = \$1,250 total cost of planned trip. The 50% of travel allocated to this initiative is \$625.

Total: \$3,125 Years 1-4 (Sponsor Funds)
- Virtual Teams Course with Client Consulting Project (Years 1-4)**

-Faculty Salary (Academic Year Effort and Summer Compensation): Assumes project will take 20% of Liesl Riddle's role as curriculum / co-curricular initiatives faculty coordinator, which carries 5% academic year effort and summer compensation of \$3,500 (\$4,361 with fringe). Faculty member will be working on project throughout academic year and summer. Prep will be in Year 1 and then course implemented in Years 2-4.

-Faculty Lecture Fee (Supplemental Compensation): Funding for a faculty member to give session on building virtual teaming skills at boot camp @ \$500 in Years 2-4, plus 24.6% fringe.

-Travel: Travel to X-culture conference for 2 faculty members each year @ (\$1,250) to gain knowledge about virtual teaming pedagogy. Conferences location vary from year to year. Total funding is \$2,500 each year for travel.

Total: \$3,872 Years 1-4 (Sponsor Funds)
\$2,362 for Year 1; \$2,433 for Year 2; \$2,506 for Year 3; \$2,581 in Year 4 (Matching Funds)
- GMBA Consulting Abroad Practicum (Years 1-4)**

-Staff Effort: Executive Director of GWSB Global and Experiential Education, Adriano, will contribute 25% of his time on the CIBER grant. This particular initiative will be 50% of the 25% effort. (Other 50% effort is initiative 3f). See budget spreadsheets for base salary and project salary projections

-Consulting Training Instructor Fee: Instructor fee for consulting training at \$5,000 (based on payment for similar workshop in spring '18)

- Travel for Consultant Trainer: Flight for \$500, 2 nights of hotel @ \$250 a night in Washington, DC, local transport, including airport taxis @ \$100 a night, and \$50 per day for food for three full days = \$1,250.

Total: \$6,250 (Sponsored Funds)
\$20,493 for Year 1; \$21,108 for Year 2; \$21,741 for Year 3; \$22,393 for Year 4 (Matching Funds)
- Short-Term Study Abroad Program – CAP Expansion (Years 1-4)**

-Staff Effort: Executive Director of GWSB Global and Experiential Education, Adriano, will contribute 25% of his time on the CIBER grant. This particular initiative will be 50% of the 25% effort. (Other 50% effort is initiative 3e). See budget spreadsheets for base salary and project salary projections

-Faculty Salary (Academic Year Effort and Summer Compensation): Assumes project will take 20% of Liesl Riddle's role as curriculum / co-curricular initiatives faculty coordinator, which carries 5% academic year effort and summer compensation of \$3,500 (\$4,361 with fringe). Faculty member will be working on project throughout academic year and summer.

-Consulting Training Instructor Fee: Assumes 50% Instructor fee for consulting training at \$5,000 (based on payment for similar workshop in spring '18) since this workshop will also be offered for stakeholders described in Initiative #3c. Therefore, total is \$2,500

-Travel for Consultant Trainer: Assumes 50% of the total cost of Mr. Friga travel costs since trip is being combined with Initiative 3f. Flight for \$500, 2 nights of hotel @ \$250 a night in Washington, DC, local transport, including airport taxis @ \$100 a night, and \$50 per day for food for three full days = \$1,250 total cost of planned trip. The 50% of travel allocated to this initiative is \$625.

-Travel: Assumes \$2,500 for scouting trip and \$4,000 for both faculty member and TA for course travel.

Total: \$10,498 (Sponsored Funds)

\$22,855 for Year 1; \$23,540 for Year 2; \$24,247 for Year 3; \$24,974 for Year 4 (Matching Funds)

- **Community of Practice (CoP) in IB**

-Staff Time: Undergrad Co-Coordinator Initiatives RA will devote significant staff time to working with the Undergraduate Program Office to develop and design program. That is included in Administrative/Staff costs section.

-Honoraria / Lecture Fee for trainings: Assumes compensation to two speakers @ \$500 each = \$1,000.

-Travel: Assumes travel for 1 guest speakers @ \$1,000; other speakers will local or funded by collaborating units.

Total: \$2,000 for Years 1-4 (Sponsor Funds)

- **IB Career Treks**

-Staff Time: Undergrad Co-Coordinator Initiatives RA will devote significant staff time to working with the Undergraduate Program Office to develop and design program. That is included in Administrative/Staff costs section.

-Travel: Assumes about 15 participants. \$2,000 will be contributed by CIBER to offset costs such as bus, train travel or hotel. Remaining costs will be picked up by collaborating units and the participating students.

Total: \$2,000 for Years 1-4 (Sponsor Funds)

- **Women in IB Career Initiative**

-Staff Time: CIBER Director Helm and Staff members Gaul and Yakova will devote staff time working with the Women's MBA Association and international careers expert Stacie Berdan to develop and design this initiative. That is included in Administrative/Staff costs section.

-Honoraria / Lecture Fee for organization of Roundtable: Assumes compensation to Stacie Berdan for helping to organize the Women's Roundtable and keynote address @ \$3,000.

-Travel for Ms. Berdan: Flight for \$500, 2 nights of hotel @ \$250 a night in Washington, DC, local transport, including airport taxis @ \$100 and \$50 per day for food for three full days = \$1250 total cost of planned trip.

-Travel for guest attendees/female professionals at Roundtable/Executive in Residence: Assuming 3-5 guest attendees depending on distance/travel costs of guest. Budget is \$3,500 and 50% of costs will be applied against this initiative and Executive in Residence Program (Initiative 3k). Other guest attendees will be local.

Total: \$6,000 in Years 1-4 (Sponsor Funds)

- **Executive in Residence**

-Travel for guest attendees/female professionals Executive in Residence (also participants in Women's Roundtable): Assuming 3-5 guest attendees depending on distance/travel costs of guest. Budget is \$3,500 and 50% of costs will be applied against this initiative and Women in IB Career Initiative (Initiative 3j). Other participants of the Executive in Residence program will be local.

Total: \$1,750 for Years 1-4 (Sponsor Funds)

OBJECTIVE 4: ADVANCING MULTI-DISCIPLINARY RESEARCH PROGRAMS IN IB

Cost Breakdown for Objective 4 (details for each line item below table)

Objective 4: Multi-disciplinary Research Programs	Year 1		Year 2		Year 3		Year 4	
	Sponsor	Matching	Sponsor	Matching	Sponsor	Matching	Sponsor	Matching
4a. Research Projects RFP	\$14,329	\$91,631	\$14,329	\$91,631	\$14,329	\$91,631	\$14,329	\$91,631
4b. GLOB-S Lab	\$2,400	\$16,775	\$2,400	\$15,025	\$2,400	\$16,475	\$2,400	\$16,873
4c. Interdisciplinary Research Conference	\$7,992	\$0	\$0	\$0	\$7,992	\$0	\$0	\$0
4d. Integrating Business Curricula Workshop	\$0	\$0	\$4,996	\$0	\$0	\$0	\$4,996	\$0
4e. Innovation Conference	\$6,996	\$0	\$0	\$0	\$6,996	\$0	\$0	\$0
4f. DMV-area IB Research Network	\$0	\$0	\$0	\$0	\$0	\$0	\$2000	\$0
4g. Summer Doctoral Institute	\$14,700	\$21,690	\$14,700	\$21,690	\$14,700	\$21,690	\$14,700	\$21,690
Total	\$46,417	\$130,096	\$36,425	\$128,346	\$46,417	\$129,796	\$38,425	\$130,194

- **GW-CIBER Theme and Focal Area Research Projects (Years 1-4)**

Assumes five faculty members are selected each year through the RFP competition to carry out major research projects in the focal areas.

-Faculty Salary (Academic Year Effort and Summer Compensation): Assumes four of the five faculty members selected each year will devote 10% of their academic year time to the project (estimates salary of \$100,000). Three of the five will also receive summer salary of \$5,500 (plus 24.6% fringe). Some of summer compensation will come from University matching funds and some from sponsor funds.

-Faculty Salary – Course Buyout (Academic Year Effort and Compensation): Assumes one of the five faculty members' projects each year are significant enough to warrant course buy-out

-Comment: Effort for these projects is budgeted at 16.67% for the academic year assuming a \$100,000 salary (including 3% increase on Jan 1) plus fringe. Approximately 5.8% of this effort is budgeted to the grant and the remaining 10.8% will be covered by matching funds.

-Research Assistants Wages: Assumes support of \$6,000 (plus 6.03% fringe) spread across the various projects.

-Travel: Assumes domestic and international travel for fieldwork at \$4,000 – spread across the various projects.

-Databases: databases for projects at \$3,000.

Total: \$14,329 in Years 1- 4 (across all projects) (Sponsor Funds)

\$91,631 in Years 1-4 (across all projects) (Matching Funds)

- **GLOB-S Lab (Years 1-4)**

-*Academic Year Effort*: Faculty Members Heather Berry and Luis Ballesteros will be devoting 2.5% of their time during the academic year for all four years of the grant to work on Lab project. See budget spreadsheets for base salary and project salary projections.

-*Travel*: Assumes 1-2 guest speakers @ \$500-\$1000 each (depending on where speaker is coming from and travel costs at time) = \$1,000

-*Research Assistants Wages*: Assumes support of \$4,000 in Year1, \$2,000 in Year 2, and \$3,000 in Years 3&4. Including 6.3% fringe, totals are \$4,252 for Year 1, \$2,126 for Year 2, and \$3,189 for Years 3 and 4.

-*Meals*: Food and non-alcoholic beverages 40 participants for one event X \$35/participant = \$1,400

Total: \$2,400 for Years 1-4 (Sponsor Funds)

\$16,775 for Year 1; \$15,025 for Year 2; \$16,475 for Years 3; \$16,873 for Year 4 (Matching Funds)

- **Interdisciplinary Conference (Years 1 & 3)**

-*Conference Organization Compensation (Faculty Supplemental Compensation)*: Assumes compensation of \$2,000 to one faculty member for conference organization the conference in each Year 1 and 3. With 24.6% fringe, each year total comes to \$2,492.

-*Room Rental & Tech/AV Costs*: Assumes one on campus room rental and associated tech costs at \$1,500 for Years 1 & 3 (Note: most events will take place in GW School of Business and there is no direct charge for that space. Due to audience size and event type, some events will take place in the campus conference space outside of the business school).

-*Materials*: workshop poster and program materials = \$500

-*Meals*: Food and non-alcoholic beverages 50 participants for 2 days X \$35/participant = \$3,500

Total: \$7,992 for Years 1 & 3 (Sponsor Funds)

- **Integrated Teaching in IB Workshop (Years 2 & 4)**

-*Conference Organization Compensation (Faculty Supplemental Compensation)*: Assumes compensation of \$1,000 to one faculty member for conference organization the conference in each Year 2 and 4. With 24.6% fringe, each year total comes to \$1,246.

-*Room Rental & Tech/AV Costs*: Assumes one on campus room rental and associated tech costs at \$1,500 for Years 1 & 3 (Note: most events will take place in GW School of Business and there is no direct charge for that space. Due to audience size and event type, some events will take place in the campus conference space outside of the business school).

-*Materials*: workshop poster and program materials = \$500

-*Meals*: Food and non-alcoholic beverages 50 participants for 1 days X \$35/participant = \$1,750

Total: \$4,996 for Years 2 & 4 (Sponsor Funds)

- **Innovation Strategies and National Innovation Ecosystem Conference (Years 1 & 3)**

-*Conference Organization Compensation (Faculty Supplemental Compensation)*: Assumes compensation of \$1,000 to one faculty member for conference organization the conference in each Year 1 and 3. With 24.6% fringe, each year total comes to \$1,246.

-*Room Rental & Tech/AV Costs*: Assumes one on campus room rental and associated tech costs at \$1,500 for Years 1 & 3 (Note: most events will take place in GW School of Business and there is no direct charge for that space. Due to audience size and event type, some events will take place in the campus conference space outside of the business school).

-*Materials*: workshop poster and program materials = \$500

-*Meals*: Food and non-alcoholic beverages 50 participants for 1 days X \$35/participant = \$1,750

-*Travel*: Assumes 2-4 guest speakers @ \$500-\$1000 each (depending on where speaker is coming from and travel costs at time) = \$2,000

Total: **\$6,996 for Years 1 & 3 (Sponsor Funds)**

- **IB Network for DMV Area(Years 1-4)**

-*Staff Time*: Director Helm and Staff members Gaul and Yakova will devote staff time to build out a network platform that promotes IB events/resources to IB scholars in the region. That is included in Administrative/Staff costs section.

-*Travel*: Assumes 2-4 guest speakers @ \$500-\$1000 each (depending on where speaker is coming from and travel costs at time) for Climate Change event in Year 4 = \$2,000

Total: **\$2,000 for Years 1-4 (Sponsor Funds)**

- **Summer Doctoral Institute (Years 1-4)**

-*Student Living Allowance*: Living allowance covers transportation costs to and from Washington, DC, meal expenses and other incidentals. Costs assumes 6 students @ \$2,000 = \$12,000 total.

-*Student On-Campus Housing*: Assumes 6 rooms @ \$385 per week for 9 weeks + \$150 administration fee per person = \$21,690 (Matching Funds)

-*Reception/Meals*: Includes welcome reception, lunches during day-long workshops and weekly seminars, and end-of-program event. Costs are based on previous years' total meals expenses. Costs assume \$500 for welcome reception, \$500 for end of program event, and \$1,200 for ten lunches = \$2,200

-*Materials*: Includes program binder materials, etc. Also, GW Housing does not provide sheets, towels, kitchen items etc. While GW-CIBER has some items from years to years, some new items will have to be purchased each year. Budget for this is \$500 each year.

Total: **\$14,700 for Years 1-4 (Sponsor Funds)**

\$21, 690 for Years 1-4 (Matching Funds)

OBJECTIVE 5: ACADEMIC OUTREACH AND FACULTY DEVELOPMENT

Cost Breakdown for Objective 5 (details for each line item below table)

Objective 5: Academic Outreach & Faculty Development	Year 1		Year 2		Year 3		Year 4	
	Sponsor	Matching	Sponsor	Matching	Sponsor	Matching	Sponsor	Matching
5a. Overseas FDIBs	\$17,460	\$0	\$17,460	\$0	\$17,460	\$0	\$17,460	\$0
5b. Migration Matters Workshop	\$5,742	\$0	\$5,742	\$0	\$5,742	\$0	\$5,742	\$0
5c. MSI/CCs Consortia	\$18,000	\$0	\$18,000	\$0	\$18,000	\$0	\$18,000	\$0
5d. Howard Partnership	\$7,000	\$0	\$7,000	\$0	\$7,000	\$0	\$7,000	\$0
5e. WV/VA CC Partnership	\$13,500	\$0	\$13,500	\$0	\$15,500	\$0	\$13,500	\$0
5f. CIBER Country Studies	\$6,000	\$0	\$0	\$0	\$0	\$0	\$6,000	\$0
5g. Professional Development	\$2,500	\$0	\$1,000	\$0	\$2,500	\$0	\$1,000	\$0
Total:	\$70,202	\$0	\$62,702	\$0	\$66,202	\$0	\$68,702	\$0

*Costs associated with the significant time involved in the preparation and implementation of the proposed activities (by GW-CIBER staff, faculty director and faculty coordinators) is listed in the first and second tables of this budget narrative.

- FDIBs – Western European and African & Middle Eastern Countries (Years 1-4)**

-Faculty compensation for FDIB organization/leading (Supplemental Compensation): Assumes one FDIB each year with plan as follows - Sweden in Year 1; East Africa in Year 2; Germany in Year 3; and East Africa in Year 4. Compensation is \$10,000 plus 24.6% fringe for total of \$12,460.

-Travel: Assumes \$5,000 for each FDIB to cover travel costs (e.g. international flight and subsidize the in-country travel expenses) for co-instructor and 1 staff logistics helper to cover international flight and subsidize the in-country travel expenses.

-Staff Time: Staff member Gaul will devote significant staff time working with BYU to organize and co-lead the MENA FDIB. That is included in Administrative/Staff costs section.

-Comments: A registration fee of \$4,500/person will be charged to offset all of the associated travel costs related to this workshop, such as lodging, bus, some meals, etc.

Total: \$17,460 in Years 1-4 (Sponsored Funds)

- Migration Matters Workshop “On the Road: (Years 1-4)**

-Conference Organization Compensation (Faculty Supplemental Compensation): Assumes compensation of \$2,000 to faculty member, Liesl Riddle, for workshop organization in Years 1-4. With 24.6% fringe, each year total comes to \$2,492 each year.

-Room Rental & Tech/AV Costs: GW-CIBER will be partnering with a CIBER institution for each workshop to leverage space in their building.

-Meals: Food and non-alcoholic beverages 50 participants for 1 day X \$35/participant = \$1,750

-Travel: Assumes \$1,500 travel for at least the faculty lead on project. A second staff member will also attend to assist should the budget allow for two travelers. Workshops will be in different locations with ranging travel costs.

Total: \$5,742 for Years 1-4 (Sponsor Funds)

- **CIBER MSI/CCs Consortia**

-*Co-Sponsorship:* MSU CIBER Community College – IB Institute on the Road Consortium - @ \$3000 each year.

-*Co-Sponsorship:* GSU CIBER Globalizing MSIs Consortium - @ \$5,000

-*Reserved Funds:* CIBE MSI/CC Consortium with 8 other CIBERS: \$10,000

Total: \$18,000 in Years 1-4 (Sponsor Funds)

- **Howard University Partnership (Years 1-4)**

-*Staff Time:* CIBER Director Helm and Staff members Gaul and Yakova, as well as select member of the FCB, will devote staff time to working with Howard on revamping their IB Program and assisting with other internationalization efforts. That is included in Administrative/Staff costs section. Howard faculty members will also be given opportunity to shadow courses from the FCB as well as other faculty members.

-*Overseas FDIB Registration:* Funding will be provided to one Howard University faculty member each year to participate in an overseas FDIB @ \$5,000.

-*Travel:* International travel expenses (Airfare, local transportation and other travel expenses) will be reimbursed up to \$2,000 for the participant that attends the FDIB.

Program Participation: Howard University students will be eligible to participate in skills development initiatives, such as the consulting 101 boot camp (described in 3f) and the IB treks (3h).

Total: \$7,000 per year (Sponsor Funds)

- **WV/VA Community College Partnerships (Years 1-4)**

-*Staff Time:* CIBER Director Helm and Staff members Gaul and Yakova will work closely with consultant George Hiller to internalize two node Schools in Southern/Southwest VA and WV. That is included in Administrative/Staff costs section. Faculty members from node schools will also be given opportunity to shadow courses from the FCB as well as other faculty members.

-*Consultant Fee:* Payment to George Hiller for working with GW-CIBER to help determine node schools, establish network of secondary schools, and delivering teaching workshops at node schools and assisting with IB Career Development @ \$5,000 annually.

-*Overseas FDIB Registration:* Funding will be provided to one CC faculty member each year to participate in an overseas FDIB @ \$5,000.

-*International Travel:* International travel expenses (Airfare, local transportation and other travel expenses) will be reimbursed up to \$2,000 for the participant that attends the FDIB.

-*Domestic Travel:* Funding is provided in Year 3 for students from CC node schools to go on an IB career trek. Funding is provided at \$2,000 and will be used to reduce overall costs for students. Also, funding for \$1,500 for each year for GW-CIBER and faculty to travel to node schools for meetings and programming.

Total: \$13,500 per Years 1, 2 and 4; \$15,500 in Years 3 (Sponsor Funds)

- **Country Case Studies**

-*Book Publish:* anticipated cost for design, proofing and printing is \$6,000 (based on estimate provided by UMD CIBER, the lead of the initiative).

Total: \$6,000 in Years 1 & 4 (Sponsor Funds)

- **Professional Development Funding (Years 1-4)**

-*Travel* – Faculty members will be eligible for partial funding for professional development activities. Funding allocations will be \$500 per person @ 5 in Years 1, 3 and 4 and 2 in Years 2.

Total: \$2,500 in Years 1, 3 & 4 and \$1,000 (Year 2) (Sponsor Funds)

OBJECTIVE 6: OUTREACH TO BUSINESS AND POLICY COMMUNITIES

Cost Breakdown for Objective 6 (details for each line item below table)

Objective 6: Business and Policy Outreach	Year 1		Year 2		Year 3		Year 4	
	Sponsor	Matching	Sponsor	Matching	Sponsor	Matching	Sponsor	Matching
6a. I-Corps/Tech Startups Internationalization	\$5,000	\$0	\$4,984	\$0	\$4,984	\$0	\$4,984	\$0
6b(i). Nordic Innovation–Speaker Series	2,000	\$0	\$2,000	\$0	\$2,000	\$0	\$2,000	\$0
6b(ii).Nordic Innovation – PDIB Sweden	\$2,250	\$0	\$2,250	\$0	\$2,250	\$0	\$2,250	\$0
6b(iii). Nordic Innovation – KTH Partnership	\$2,250	\$0	\$2,250	\$0	\$2,250	\$0	\$2,250	\$0
6c(i). VA/DEC Export University	\$1,000	\$0	\$1,000	\$0	\$1,000	\$0	\$1,000	\$0
6c(ii). Annual Trade Forum	\$2,250	\$0	\$2,250	\$0	\$2,250	\$0	\$2,250	\$0
6c(iii) CIBER-NADEC Initiative	\$500	\$0	\$500	\$0	\$500	\$0	\$500	\$0
6c(iv) NASBITE Sponsorship	\$500	\$0	\$500	\$0	\$500	\$0	\$500	\$0
6d. Inclusive Globalization Symposium Series	\$5,250	\$0	\$5,250	\$0	\$0	\$0	\$5,250	\$0
6e. G2 @ GW Conference	\$1,500	\$0	\$1,500	\$0	\$1,500	\$0	\$1,500	\$0
6f. Outreach Projects RFP	\$4,250	\$34,397	\$4,250	\$34,397	\$4,250	\$34,397	\$4,250	\$34,397
5f. GW-CIBER IB Video Library	\$1,000	\$0	\$1,000	\$0	\$1,000	\$0	\$1,000	\$0
Total	\$27,750	\$34,397	\$27,734	\$34,397	\$22,484	\$34,397	\$27,734	\$34,397

*Costs associated with the significant time involved in the preparation and implementation of the proposed activities (by GW-CIBER staff, faculty director and faculty coordinators) is listed in the first and second tables of this budget narrative.

- **Internationalization Training Programming for iCorps and other High Tech Ventures (Years 1-4)**

-Feasibility study: In Year 1 of the grant, the GW-CIBER and the other CIBER partners for this initiative (SDSU, Colorado-Denver, GT and UNCONN). GW-CIBER’s contribution for feasibility study is \$5,000. Participating CIBERs will meet at Director’s meeting early in Year 1 to map out plan of action.

-Faculty Instruction for Executive Education (Faculty Supplemental Compensation): in Years 2-4, assumes instructor compensation at 4 trainings at \$1,000 each = \$4000, plus 24.6% fringe for a total of \$4,984.

Total: \$5,000 in Year 1 and \$4,984 (Years 2 - 4) (Sponsor Funds)

- **Nordic Innovation – Ambassador and CEO Series (Years 1-4)**
-Honoraria speaker fee: Assumes one honorarium payment of \$500
-Room Rental & Tech/AV Costs: Assumes one on campus room rental and associated tech costs at \$1,500 for each year. (Note: most events will take place in GW School of Business and there is no direct charge for that space. Due to audience size and event type, some events will take place in the campus conference space outside of the business school).
Total: \$2,000 in Years 1-4 (Sponsor Funds)
- **Nordic Innovation – PDIB for High-Tech Entrepreneurs (Year 1)**
-Travel: Three travel grants of \$750 for three high tech entrepreneurs to attend Sweden FDIB - \$2,250 total
Total: \$2,250 in Years 1-4 (Sponsor Funds)
- **Nordic Innovation – Collaborative Residency with KTH Royal Institute of Technology (Years 2 & 4)**
-Travel: Three travel grants of \$750 for three high tech student entrepreneurs to travel to Sweden for internship program - \$2,250 total
Total: \$2,250 in Years 2 & 4 (Sponsor Funds)
- **VA/DC DEC Export University (Years 1-4)**
-Faculty Lecture Compensation (Supplemental Compensation). Budgets for 1-2 payments of \$500 - \$1000 depending on length of engagement for \$1,000 total.
Total: \$1,000 in Years 1-4 (Sponsor Funds)
- **Annual Trade Forum with VA/DC DEC and WIIT (Years 1-4)**
-Room Rental & Tech/AV Costs: Assumes one on campus room rental and associated tech costs at \$2,000 for each year. (Note: most events will take place in GW School of Business and there is no direct charge for that space. Due to audience size and event type, some events will take place in the campus conference space outside of the business school).
Materials: workshop poster and program materials = \$250
Total: \$2,250 in Years 1-4 (Sponsor Funds)
- **CIBER / NADEC Initiative (Years 1-4)**
-Co-sponsorship Fee: Sponsorship of the NADEC initiative @ \$500 each year
Total: \$500 in Years 1-4 (Sponsor Funds)
- **NASBITE Sponsorship (Years 1-4)**
-Co-sponsorship Fee: Sponsorship of the NASBITE @ \$500 each year
Total: \$500 in Years 1-4 (Sponsor Funds)

- **Inclusive Globalization Symposium (Years 1, 2 & 4)**

-Room Rental & Tech/AV Costs: Assumes one on campus room rental and associated tech costs at \$2,000 for each year of the event. (Note: most events will take place in GW School of Business and there is no direct charge for that space. Due to audience size and event type, some events will take place in the campus conference space outside of the business school).

Travel: Assumes travel funding for 2-4 guest speakers at \$500-\$1000 = total of \$2,000

Materials: workshop poster and program materials = \$250

Printing: Assumes \$1,000 for a post-Symposium policy brief

Total: \$5,250 in Years 1, 2 & 4 (Sponsor Funds)

- **G2@GW Conference (Years 1-4)**

- Travel: Assumes travel funding for 2-3 guest speakers at \$500-\$750 = total of \$1,500

Total: \$500 in Years 1-4 (Sponsor Funds)

- **GW-CIBER Theme and Focal Area Outreach Projects (Years 1-4)**

Assumes two faculty members are selected each year through the RFP competition to carry out major outreach projects in the focal areas. Further breakdown is as follows:

-Faculty Salary (Academic Year Effort and Summer Compensation): Assumes the two faculty members selected each year will devote 10% of their academic year time to the project (estimates salary of \$100,000). One of the two will also receive summer salary of \$5,500 (plus 24.6% fringe) each year.

-Research Assistants Wages: Assumes support of \$2,000 plus fringe of 6.3% in each year spread across the projects.

-Workshop Support (i.e. catering, materials): \$2,000 for on campus room rental; \$1,750 for catering and \$500 for program materials= \$4,250

Total: \$4,250 for Years 1-4 across the projects (Sponsor Funds)

\$34,397 for Years 1-4 across the projects (Matching Funds)

- **Video Library (Years 1-4)**

-Videographer Fee: \$500 for two event tapings per year.

Total: \$1,000 per year (Sponsor Funds)

OBJECTIVE 7: BUSINESS LANGUAGES

Cost Breakdown for Objective 7 (details for each line item below table)

Objective 6: Business Languages	Year 1		Year 2		Year 3		Year 4	
	Sponsor	Matching	Sponsor	Matching	Sponsor	Matching	Sponsor	Matching
7a. BL Client Consulting Courses	\$6,230	\$0	\$6,230	\$29,732	\$6,230	\$28,272	\$6,230	\$32,805
7b. BL Study Abroad @ Home	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
7c. BL Career Corner Podcast	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
7d. BL Online Case Clearinghouse	\$1,500	\$0	\$0	\$0	\$1,500	\$0	\$0	\$0
7e. BL Certificate Program	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
7f(i). BL Professional Development Workshops	\$3,492	\$0	\$3,492	\$0	\$3,492	\$0	\$0	\$0
7f(ii). BL Immersion Workshops	\$0	\$0	\$5,715	\$0	\$5,715	\$0	\$5,715	\$0
7f(iii). BL Add-Ons for FDIBs	\$0	\$0	\$2,500	\$0	\$2,500	\$0	\$5,000	\$0
7g. CIBER Network BL Conference	\$0	\$0	\$500	\$0	\$0	\$0	\$2,992	\$0
7h. BL Research & Teaching Grants	\$500	\$0	\$0	\$0	\$500	\$0	\$0	\$0
7i. <i>Global Business Languages Journal</i>	\$3,492	\$15,273	\$3,492	\$15,684	\$3,492	\$16,106	\$3,492	\$16,542
Total	\$15,214	\$15,273	\$21,929	\$45,416	\$23,429	\$44,378	\$23,429	\$49,347

*Costs associated with the significant time involved in the preparation and implementation of the proposed activities (by GW-CIBER staff, faculty director and faculty coordinators) is listed in the first and second tables of this budget narrative.

- Business Language Client Consulting Courses (Years 1-4)**

Over the course of the four years of the grant, six business languages faculty members will incorporate a client consulting project into their existing BL course. The activities will be spread across languages across the grant (Russian & German in Years 1&2, Arabic and Korean in Years 2&3, and Japanese and Chinese in Year 3&4).

-*Faculty Salary (Academic Year Effort and Summer Compensation)*: Faculty will work on the project during the summer of their first assigned year and then dedicate a minimum of 10% of their Academic Year time in the fiscal year following the first summer. \$2,500 in summer salary (plus 24.6% fringe) = \$3,115. See budget spreadsheets for base salary and project salary projects.

-*RA Wages*: Assumes \$1,000 (plus 6.3% fringe) for student RA to help with development of each course project = \$1,063 x 2 courses for three years of RA funding allotment

Total: \$6,230 in Years 1-4 (Sponsor Funds)

\$0 in Year 1; \$29,732 in Year 2; \$28,272 in Year 3; \$32,805 in Year 4 (Matching Funds)

- Study Abroad @ Home Internships (Years 1-4)**
-Staff Time: The BL Faculty Coordinator and the Business Language Programs RA will work together to design, development and execute this initiative. That is included in Administrative/Staff costs section.
Total: \$0
- “Career Corner” Podcasts (Years 1-4)**
-Staff Time: The BL Faculty Coordinator and the Business Language Programs RA, with the assistance of BL faculty members, will work together to design, development and execute this initiative. That is included in Administrative/Staff costs section.
Total: \$0
- Business Language Online Case Clearing House (Years 1 & 3)**
-Case Authorship Compensation: GW-CIBER will fund two external faculty members at other Universities to write two business language cases. Budget is \$750 per case for 2 cases in Years 1 & 3.
Total: \$1,500 in Years 1 & 3 (Sponsored Funds)
- Business Language Certificate (Years 1-4)**
-Staff Time: The BL Faculty Coordinator and the Business Language Programs RA will work together to design, development and execute this initiative. That is included in Administrative/Staff costs section.
Total: \$0
- Business Language Business Professional Development Workshops (Years 1-3)**
-Staff Time: The BL Faculty Coordinator and the Business Language Programs RA will work together to design, development and execute this initiative. That is included in Administrative/Staff costs section.
-Meals: Food and non-alcoholic beverages for 30 participants X \$25= \$750
-Faculty Guest Lecture Compensation (Supplemental Compensation): \$1,000 plus 24.6% fringe for total of \$1,246
-Faculty Instructor Compensation for BL Outreach Training “On the road” (Supplemental Compensation): \$1,000 plus 24.6% fringe = \$1,246
-Travel: Assumes regional travel for 1-2 trainings at other Universities = \$750
-Materials: workshop poster and program materials = \$250
Total: \$3,492 for Years 1-3 (Sponsor Funds)
- Business Language Immersion Workshops (Years 2-4)**
-Staff Time: The BL Faculty members that are adopting a client consulting project into their BL courses will also deliver an immersion program the summer following their course. They will be paid \$1,500 plus during the summer to develop immersion program. Budget is 2 immersion workshops each summer; 1,500 x 2= 3,000 plus, 24.6% fringe = \$3,115
-Meals: Food and non-alcoholic beverages for 30 participants X \$25= \$750; @ 2 workshops = \$1500
-Travel: Assumes local transport of \$300 per workshop to travel to site visits as part of workshop = \$600 total
-Materials: workshop poster and program materials = \$250 x 2 workshops = \$500 total
Total: \$5,715 for Years 2-4 (Sponsor Funds)

- **BL Add-On for FDIBs (Years 2-4)**

-Staff Time: The CIBER Director and BL Faculty Coordinator will work design, development and execute this initiative. That is included in Administrative/Staff costs section.

-Travel: Assumes one \$2,500 travel grant for BL faculty member for one language each year in Years 2&3 and then 2 travel grants in Year 4

Total: **\$2,500 for Years 2&3; \$5000 for Year 4 (Sponsor Funds)**

- **CIBER Business Language Conference (Years 2 & 4)**

-Staff Time: The GW-CIBER is requesting to host the CIBER BL Conference in Year 4 of the grant. The CIBER Staff and BL Faculty Coordinator will work design, development and execute this initiative. That is included in Administrative/Staff costs section.

-Faculty Compensation for Organizing BL Conference Tracks (Supplemental Compensation): Assuming GW-CIBER does host the BL conference in Year 4, we budget \$400 for each of the language faculty members to organize a track session. \$400 x 5 faculty members = \$2,000, plus 24.6% fringe = \$2,492.

-Co-sponsorship Fee: Sponsorship of the annual business language conference = \$500 (Years 2 & 4)

Total: **\$500 in Year 2; \$2,992 in Year 4 (Sponsor Funds)**

- **CIBER BL Business Language Research and Teaching (BLRT) Grants (Years 1 & 3)**

-Co-sponsorship Fee: Sponsorship of the BLRT award = \$500 (Years 1 & 3)

Total: **\$500 in Years 1 & 3 (Sponsor Funds)**

- **Academic Journal focused on BL Teaching (Years 1-4)**

-Faculty Salary (Academic Year Effort and Summer Compensation): Faculty members, Margaret Gonglewski (also serves as BL Faculty Coordinator) and Mohssen Esseesy (Arabic BL lead) will work together on the project the entire grant year and will therefore each dedicate a minimum of 5% of their Academic Year time and each receive \$1,000 in summer salary (plus 24.6% fringe) = \$1,246. See budget spreadsheets for base salary and project salary projects.

-RA Wages: Assumes \$1,500 (plus 6.3% fringe = \$1595 total) for student RA to help with the management/editing of the journal

-Journal Printing: Budgeted at \$1,000 per year.

Total: **\$3,492 in Years 1-4 (Sponsor Funds)**

\$15,273 in Year 1; \$15,684 in Year 2; \$16,106 in Year 3; \$16,542 in Year 4 (Matching Funds)

Explanation on Fringe Rates and Indirect Costs:

**Fringe is calculated at 24.6% for regular and part-time salaries and 6.3% for temporary wages (e.g. hourly wages), per DHHS Agreement dated 4/7/17, effective through 6/30/18, provisional thereafter.

Indirect costs are calculated at 8% MTDC per Department of Education limitations for the CIBE program.

EXHIBIT 8.1 EVALUATION FRAMEWORK - INCORPORATING DEPARTMENT OF EDUCATION PMFs AND GPRA MEASURES

Evaluation of GW-CIBER will specifically respond to four questions, which will be examined and answered in a final summative evaluation. The evaluation framework identifies performance measures tied to the GW-CIBER Objectives and activities, as indicated in the Performance Measure Forms (PMFs) in Exhibit 9. Several performance measures are constructed to match the Government Performance and Results Act (GPRA) measures selected by the Department of Education (DoE) to evaluate the CIBE program. The evaluation questions are:

1. To what extent does GW-CIBER contribute to the achievement of its seven objectives over the course of the grant period?
2. To what extent do grant-supported activities incorporate GW-CIBER's unifying theme of *Institutions, Inclusive Globalization, and U.S. Competitiveness*?
3. To what extent does GW-CIBER collaborate with professional associations and businesses to expand employment opportunities for international business students, including internships?
4. To what extent does GW-CIBER develop significant and sustained collaborative activities with minority-serving institutions, community colleges, and other under-resourced schools to incorporate international, intercultural, or global dimensions into partners' business curriculum?

The latter three evaluation questions cut across several of the seven objectives and will be addressed through an analysis of relevant indicators from the PMFs as well as through additional data collection activities, such as surveys and interviews with project partners and other stakeholders, during the fourth year of the grant period. The final two evaluation questions reflect the DoE's competitive preference priorities and are therefore emphasized in multiple grant activities.

To address these questions, the evaluation plan includes routine collection of administrative data compiled by GW-CIBER and other university offices, as well as development of a number of tailored survey instruments to gather stakeholder feedback and assess project impact. Both strategies are discussed in CRITERION (g) of the proposal narrative. For instance, a survey-based evaluation of each program and workshop will be undertaken immediately following the delivery of each iteration to provide data concerning how well the program delivery matched plans and how effective the participants viewed the program to be. For student and business training programming, both closed-ended and open-ended questions will be asked of participants and of the instructional faculty. These quantitative and qualitative data will focus on the perceived value of the content, materials, delivery modes, and teaching quality so as to identify ways to improve future iterations. To comply with GPRA measures requiring administration of the IFLE Tracking Survey, GW-CIBER will work with the GWSB F. David Fowler Career Center and the GW Office of Alumni Relations to maintain current addresses (including e-mail addresses) so that the survey may be administered.

EXHIBIT 8.2 THEORY OF CHANGE MODEL FOR GW-CIBER PROGRAMMING

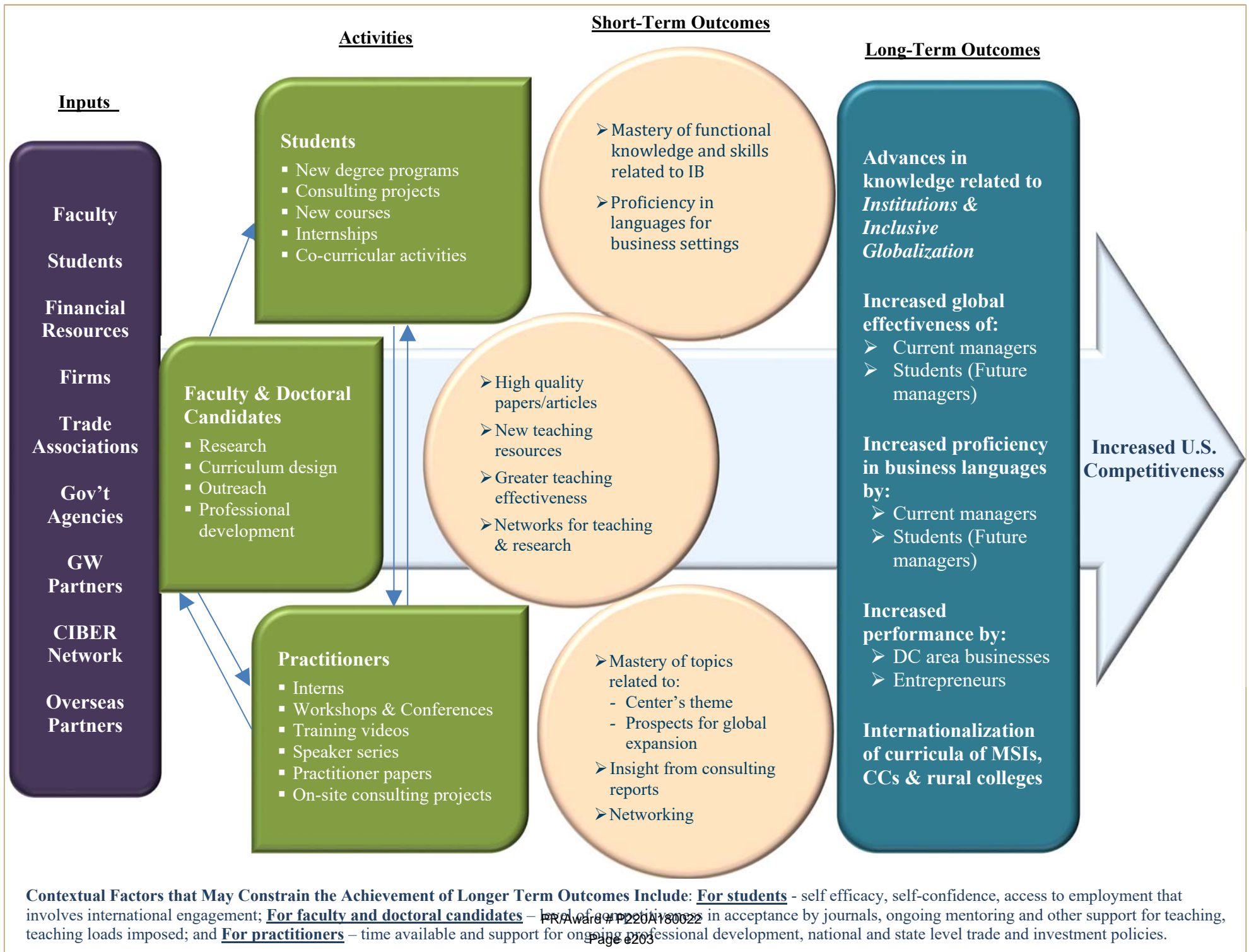


EXHIBIT 8.3 CHART OF GW-CIBER EVALUATION TOOLS

<p>GW-CIBER’s evaluators will collect, analyze, and issue reports using several different sources of data to provide formative and summative evaluations of the programs described here. An evaluation of each program and workshop will be undertaken immediately following delivery to provide data concerning how well the program delivery matched plans and how useful the participants found the information provided. In many cases, a follow-up evaluation will take place 18 months after program completion/student graduation to obtain data on long-term outcomes.</p>	
Data Collection Method	Description
Pre- and post- testing	Students’ knowledge and skills will be assessed prior to the GW-CIBER program and again after program completion to assess learning that is directly attributable to the GW-CIBER activity.
End-of-workshop / program survey	<p>Surveys will be administered on the final day of workshops, conferences, and programs to collect data on:</p> <ul style="list-style-type: none"> • Increases in understanding by participants. • Increases in participants’ skills. • Intentions to apply learning in their professional positions.
Post-workshop / program survey	<p>Post-workshop and program surveys will generally be administered 3 and 18 months after the end of a workshop (though may vary slightly depending on the nature of the program) to collect data on:</p> <ul style="list-style-type: none"> • Application of learning from the GW-CIBER program into their professional lives. • Continued interactions with those met in the GW-CIBER program.
Internet Archival data storage/collection	<p>Data will be collected through internet searches and other electronic means (e.g., Number of articles published in top journals; Forward citations to articles).</p> <p>Data on downloads of cases and videos from the GW-CIBER website will be tracked electronically, with identification of the location (e.g., university name or city) of recipient recorded.</p> <p>A feedback form will be posted next to each download button to request quantitative (rating scores) and qualitative (open ended) feedback on item.</p>
Course- and degree program assessment	<p>For all curricular programs and all courses, GWSB requires rigorous assessment of learning whereby a team of faculty members identifies desired student competencies, learning goals, and objectives, and outlines methods and procedures for assessing student mastery. These procedures are then reviewed for approval by the GWSB Curriculum committee. All new GWSB courses receiving GW-CIBER support will go through this process.</p> <p>An on-staff GWSB Director of Assessment will oversee implementation and ensure that procedures “close the loop” so that one year’s assessment evidence and suggestions for learning improvement are acted upon by the appropriate faculty member, degree program office, and curriculum program committee.</p>
Alumni survey	<p>Alumni surveys will be administered approximately 18 months after graduation to collect data on:</p> <ul style="list-style-type: none"> • The degree to which graduates use learning from particular GW-CIBER programs (e.g., international consultancy projects) in their professional work lives. • Continued interactions with those met in a GW-CIBER program.
Peer review	Written and filmed material, including the cases, videos, and working papers will be peer reviewed before posting to the GW-CIBER website, with substantive comments for improvement offered to the authors.

EXHIBIT 8.4 SAMPLE PROGRAM SURVEY - SUMMER DOCTORAL INSTITUTE

Summer Doctoral Institute Program Evaluation - Students

General Program Questions:

- 1) How did you learn about the GW-CIBER Summer Doctoral Institute?
- 2) How did the program compare to your expectations?
 - a. Exceeded expectations
 - b. Met my expectations
 - c. Somewhat met my expectations
 - d. Did not meet my expectations

Please explain your answer

- 3) What element of the program did you find most useful to you?
- 4) What element of the program did you find least useful to you?

Research Component of Program:

- 1) Over the last eight weeks, have you strengthened your ability to undertake research in the area of the SDI's "Institution, the State & Development" theme?
 - a. A great deal
 - b. A good deal
 - c. Somewhat
 - d. Not at all

Please explain your answer

- 2) What were your expectations for how you and your mentor would divide responsibilities and work together?
- 3) How did the working relationship with your faculty mentor compare to your expectations?
 - a. Exceeded expectations
 - b. Met my expectations
 - c. Somewhat met my expectations
 - d. Did not meet my expectations

Please explain your answer

- 4) On average, how frequently did you and your faculty mentor meet?
 - a. More than twice a week
 - b. Twice a week
 - c. Once a week
 - d. Once every other week
 - e. Other (please specify)
- 5) Did you find the research feedback session useful for strengthening your research? What would you change about the research feedback session (e.g. format, etc.), if anything?
- 6) Did the Washington, DC program location have any bearing on, or make any contribution to, your research project?

Seminar Component of Program:

- 1) How did the weekly “Institutions, the State & Development” seminar compare to your expectations?
 - a. Exceeded expectations
 - b. Met my expectations
 - c. Somewhat met my expectations
 - d. Did not meet my expectations

Please explain your answer

- 2) What seminar session did you find most useful and why?
- 3) What seminar session did you find least useful and why?
- 4) How could the seminar be strengthened?

Community Component of Program:

- 1) What was your expectation for your level of involvement with the other SDI participants?
- 2) One of the goals of the program was to create a community of scholars through communal living quarters and shared social and professional experiences. How did the community living component of the program compare to your expectations?
 - a. Exceeded expectations
 - b. Met my expectations
 - c. Somewhat met my expectations
 - d. Did not meet my expectations

Please explain your answer

- 3) On average, how frequently did you discuss your research with one of your peers outside of your research feedback group?
 - a. Everyday
 - b. A few times a week
 - c. Once a week
 - d. Once every other week
 - e. Never
 - f. Other (please specify)
- 4) On average, how frequently did you engage in social activities with one or more of your peers?
 - a. Everyday
 - b. A few times a week
 - c. Once a week
 - d. Once every other week
 - e. Never
 - f. Other (please specify)

- 5) Do you anticipate staying in contact with other members of the program?
- 6) Did you like the lodging situation you were provided? If given an option, would you prefer a) a single dorm room, b) a two-bedroom apartment, or c) an apartment with three or more bedrooms?

Other:

- 1) Please comment on the timing and length of the Institute. What changes, if any, would you suggest?
- 2) How could we better promote (e.g. advertise) the program?
- 3) How could we strengthen the program?
- 4) Would you recommend the Institute to others? Please explain.

EXHIBIT 9 GW-CIBER PERFORMANCE MEASURE FORMS (PMFs)

PROJECT GOAL 1: Further students' understanding of the international context of business through curriculum enhancement, co-curricular activities, and experiential-learning opportunities.									
Performance Measures	Activities	Data/ Indicators	Frequency	Data Source	Baseline and Targets				
					BL	T1	T2	T3	T4
A) Increase in the number of students with IB-related knowledge and preparation for IB-related employment opportunities	A1. Enhance the IB curriculum through development of new and support for existing IB courses and modules	<ul style="list-style-type: none"> Number of new and enhanced IB courses and modules 	Annual	GW-CIBER records	0	1	1	1	1
	A2. Offer co-curricular activities such as international career and thematic workshops and mentoring opportunities	<ul style="list-style-type: none"> Number of offered co-curricular activities 	Annual	GW-CIBER records	0	4	4	4	4
		<ul style="list-style-type: none"> Total number of participants 	Once after each activity	GW-CIBER records	0	100	100	100	100
		<ul style="list-style-type: none"> Proportion (%) of respondents reporting enhanced understanding of IB topics or IB careers 	Once after each activity	Survey	0	75	80	85	85
B) Increase in the number of students acquiring practical IB-related skills each year through experiential learning programs	B1. Offer/enhance programs featuring domestic or overseas IB-related consulting projects	<ul style="list-style-type: none"> Number of students participating in consulting-type programs 	Annual	MBA office records	90	90	90	90	90
		<ul style="list-style-type: none"> Proportion (%) of students reporting that their consulting-type program has met or exceeded their expectations 	Annual	MBA office survey	75	75	80	85	85
	B2. Offer IB-related domestic and overseas internship opportunities	<ul style="list-style-type: none"> Number of students undertaking internships 	Once after each internship	GW-CIBER records	0	8	8	8	8
		<ul style="list-style-type: none"> Proportion (%) of students reporting that their internship was useful or very useful in making them more employable. 	Once after each internship	GW-CIBER records	0	75	80	85	85
	B3. Offer short-term study abroad programs (STAPs)	<ul style="list-style-type: none"> Number of students participating in STAPs 	Once after each STAP	GW-CIBER records	0	N/A	8	8	8
		<ul style="list-style-type: none"> Proportion (%) of students reporting that their STAP has met or exceeded their expectations 	Once after each STAP	Survey	0	N/A	80	85	85
		<ul style="list-style-type: none"> Proportion (%) of students reporting that their consulting programs, internships or STAPs have enhanced their global mindset and understanding 	Once after each experiential-learning program or internship	Survey	0	75	80	85	85

PROJECT GOAL 2: Develop multi-disciplinary research programs spanning the fields of business, international studies, and public policy to expand the body of knowledge in international business.									
Performance Measures	Activities	Data/ Indicators	Frequency	Data Source	Baseline and Targets				
					BL	T1	T2	T3	T4
A) Increase in the quality of the GW-CIBER's research programs	A1. Host annual Summer Doctoral Institute (SDI)	<ul style="list-style-type: none"> Proportion (%) of SDI participants reporting that SDI has met or exceeded their expectations. 	Annual	SDI Survey	0	75	80	85	85
		<ul style="list-style-type: none"> Percentage of SDI projects accepted for peer-reviewed conference presentations within one year of participation 	Annual	Reports from SDI alumni	0	n/a	25	30	35
	A2. Offer annual Request-for-Proposals (RFP) competition	<ul style="list-style-type: none"> Percentage of RFP projects accepted for peer-reviewed conference presentations within one year of end of award 	Annual	Reports from RFP recipients	0	n/a	25	30	35
B) Increase in the awareness of research on topics related to GW-CIBER's theme and focal areas	B1. Host research conferences, seminars, sessions	<ul style="list-style-type: none"> Number of offered conferences, seminars, sessions 	Once after event	GW-CIBER records	0	2	2	2	2
		<ul style="list-style-type: none"> Number of attendees at conferences, seminars, sessions 	Once after event	GW-CIBER records	0	12	12	12	12

PROJECT GOAL 3: Provide professional development opportunities for faculty and doctoral students in diverse fields from across the US, with an emphasis on programs for MSIs, community colleges (CC) and rural schools, and for language faculty

Performance Measures	Activities	Data/ Indicators	Frequency	Data Source	Baseline and Targets				
					BL	T1	T2	T3	T4
A) Increase in the number of faculty and doctoral students who have enhanced their professional portfolios and knowledge about IB-related issues over the grant period	A1. Offer faculty development programs related to IB and GW-CIBER's theme and focal areas	• Number of faculty and doctoral students participating in faculty development programs	Annual	GW-CIBER records	0	25	25	25	25
		• Proportion (%) of participants reporting that the faculty development program has met or exceeded their expectations	After each program	Survey	0	70	75	80	80
		• Proportion (%) of participants reporting that the faculty development program has enhanced their understanding of the featured topic	After each program	Survey	0	70	75	80	80
	A2. Offer overseas faculty study tours	• Number of faculty and doctoral students participating in overseas study tours	Annual	GW-CIBER records	0	10	10	10	10
		• Proportion (%) of participants reporting that the overseas study tour has met or exceeded their expectations	After each study tour	Survey	0	70	75	80	80
		• Proportion (%) of participants reporting that the overseas study tour has increased their knowledge of the visited country's/region's business environment	After each study tour	Survey	0	70	75	80	80

PROJECT GOAL 3: Provide professional development opportunities for faculty and doctoral students in diverse fields from across the US, with an emphasis on programs for MSIs, community colleges (CC) and rural schools, and for language faculty

Performance Measures	Activities	Data/ Indicators	Frequency	Data Source	Baseline and Targets				
					BL	T1	T2	T3	T4
B) Increase in the number of MSI, CC & rural schools faculty who have enhanced their professional portfolios and knowledge about IB-related issues over the grant period	B1. Offer GW course shadowing opportunities to faculty from MSI, community, or rural colleges (some courses will include experiential-learning/STAP component)	<ul style="list-style-type: none"> Number of faculty members participating in course shadowing 	Annual	GW-CIBER records	0	2	2	2	2
	B3. Offer workshops for faculty from MSIs, CCs and rural schools related to teaching IB themes and leading experiential-learning & STAP programs	<ul style="list-style-type: none"> Number faculty members participating in the workshops 	After each activity	GW-CIBER records	0	20	20	20	20
		<ul style="list-style-type: none"> Proportion (%) of participants reporting that the workshop has met or exceeded their expectations 	After each workshop	Survey	0	70	75	80	80
		<ul style="list-style-type: none"> Proportion (%) of participants reporting that the workshop has enhanced their understanding of the featured topic 	After each workshop	Survey	0	70	75	80	80
	B3. Offer overseas study-tour opportunities to faculty from MSI, CCs or rural schools	<ul style="list-style-type: none"> Number of faculty members from MSIs, CCs or rural schools participating in overseas FDIBs with GW-CIBER funding 	Annual	GW-CIBER records	0	2	2	2	2
		<ul style="list-style-type: none"> Proportion (%) of participants reporting that the overseas study tour has increased their knowledge of the visited country's/region's business environment 	After each study tour	Survey	0	70	75	80	80

PROJECT GOAL 3: Provide professional development opportunities for faculty and doctoral students in diverse fields from across the US, with an emphasis on programs for MSIs, community colleges (CC) and rural schools, and for language faculty

Performance Measures	Activities	Data/ Indicators	Frequency	Data Source	Baseline and Targets				
					BL	T1	T2	T3	T4
C) Increase in the number of language faculty who have enhanced their professional portfolios and knowledge about IB-related issues over the grant period	C1. Offer business language (BL) professional development workshops for language faculty	<ul style="list-style-type: none"> Number of participants in immersion and other BL workshops 	After each workshop	GW-CIBER records	0	20	20	20	20
		<ul style="list-style-type: none"> Proportion (%) of participants reporting that a CIBER BL initiative has met or exceeded their expectations 	After each workshop	Survey	0	70	75	80	80

PROJECT GOAL 4: Engage the business and policy communities in the Mid-Atlantic region to develop their global business competency.

Performance Measures	Activities	Data/ Indicators	Frequency	Data Source	Baseline and Targets				
					BL	T1	T2	T3	T4
A) Increase in the number of practitioners who have enhanced their IB knowledge and skills	A1. Offer business outreach programs such as discussions, conferences, and workshops	• Number of offered events	Annual	GW-CIBER records	0	4	4	4	4
		• Total number of participants	After each activity	GW-CIBER records	0	100	100	100	100
B) Increase in the number of business owners who have enhanced their knowledge about how to take their business global	B1. Offer executive training programs on internationalization strategies for high-tech startups, entrepreneurs	• Number of offered events	Annual	GW-CIBER records	0	2	2	2	2
		• Total number of participants	After each event	GW-CIBER records	0	10	10	10	10
		• Proportion (%) of participants reporting that the program has enhanced their understanding about the featured topic	After each event	Survey	0	75	75	75	75

Budget Narrative File(s)

* **Mandatory Budget Narrative Filename:**

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BUDGET NARRATIVE SUPPLEMENTAL INFORMATION

P.I: Anna Helm
PROJECT: CIBER Year 1
SPONSOR: Department of Education
PROJECT DATES: 10/01/18-09/30/19

*Expected salary increases of 3% are calculated into base salary and project salary costs.

**Fringe is calculated at 24.6% for regular and part-time salaries and 6.3% for temporary wages (e.g. hourly wages), per DHHS Agreement dated 4/7/17, effective through 6/30/18, provisional thereafter.

PERSONNEL		EFFORT	BASE	PROJECT	FRINGE	SPONSOR	MATCHING	TOTAL
Line Item	Descr ^y Time Period	(%)	SALARY	SALARY*	BENEFITS**	FUNDS	FUNDS	FUNDS
Core CIBER Staff								
Anna Helm	Faculty Director							
Academic Year - Matching Funds	10/1/18 - 5/31/19 & 9/1/19-9/30/19	50.00%	\$112,279	\$57,262	\$14,087		\$71,349	\$71,349
Summer Salary - Matching & Sponsored	6/1/19 - 8/31/19		\$115,647	\$30,000	\$7,380	\$26,166	\$11,214	\$37,380
Alexis Gaul	Administrative Director							
Matching Funds	10/1/18 - 9/30/19	65.00%	\$86,734	\$57,646	\$14,181		\$71,827	\$71,827
Sponsor Funds	10/1/18 - 9/30/19	25.00%	\$86,734	\$22,171	\$5,454	\$27,626		\$27,626
Nevena Yakova	Program Manager							
Matching Funds	10/1/18 - 9/30/19	65.00%	\$84,674	\$56,277	\$13,844		\$70,121	\$70,121
Sponsor Funds	10/1/18 - 9/30/19	25.00%	\$84,674	\$21,645	\$5,325	\$26,969		\$26,969
Faculty Coordinators								
Stephan Kaplan	Faculty Coordinator - Focal Areas							
Academic Year - Matching Funds	10/1/18 - 5/31/19 & 9/1/19-9/30/19	5.00%	\$95,212	\$4,856	\$1,195		\$6,050	\$6,050
Robert Weiner	Faculty Coordinator - Focal Areas & BS in IB							
Academic Year - Matching Funds	10/1/18 - 5/31/19 & 9/1/19-9/30/19	5.00%	\$207,213	\$10,568	\$2,600		\$13,168	\$13,168
Maggie Chen	Faculty Coordinator - Focal Areas							
Academic Year - Matching Funds	10/1/18 - 5/31/19 & 9/1/19-9/30/19	5.00%	\$208,209	\$10,619	\$2,612		\$13,231	\$13,231
Anupama Phene	Faculty Coordinator - Focal Areas							
Academic Year - Matching Funds	10/1/18 - 5/31/19 & 9/1/19-9/30/19	5.00%	\$249,632	\$12,731	\$3,132		\$15,863	\$15,863
Jennifer Brinkerhoff	Faculty Coordinator - Focal Areas							
Academic Year - Matching Funds	10/1/18 - 5/31/19 & 9/1/19-9/30/19	5.00%	\$133,963	\$6,832	\$1,681		\$8,513	\$8,513
Liesl Riddle	Faculty Coordinator -Focal Areas							
Academic Year - Matching Funds	10/1/18 - 5/31/19 & 9/1/19-9/30/19	5.00%	\$185,831	\$9,477	\$2,331		\$11,809	\$11,809
Jennifer Spencer	Faculty Coordinator -Focal Areas							
Academic Year - Matching Funds	10/1/18 - 5/31/19 & 9/1/19-9/30/19	5.00%	\$230,092	\$11,735	\$2,887		\$14,621	\$14,621
Robert Orttung	Faculty Coordinator -Focal Areas							
Academic Year - Matching Funds	10/1/18 - 5/31/19 & 9/1/19-9/30/19	5.00%	\$137,985	\$7,054	\$1,735		\$8,790	\$8,790
Noel Maurer	RFP Coordinator							
Academic Year - Matching Funds	10/1/18 - 5/31/19 & 9/1/19-9/30/19	5.00%	\$191,837	\$9,784	\$2,407		\$12,190	\$12,190
Summer Salary - Sponsored Funds	6/1/19 - 8/31/19		\$197,592	\$2,500	\$615	\$3,115		\$3,115
Margaret Gonglewski	Business Languages Faculty Co-Coordinator							
Academic Year - Matching Funds	10/1/18 - 5/31/19 & 9/1/19-9/30/19	10.00%	\$95,794	\$9,771	\$2,404		\$12,175	\$12,175
Summer Salary - Sponsored Funds	6/1/19 - 8/31/19		\$98,668	\$7,000	\$1,722	\$8,722		\$8,722
Staff Supporting MBA Offerings								
Bryan Adriano	Executive Director, Global and Experiential Education							
Matching Funds	10/1/18 - 9/30/19	25.00%	\$128,681	\$32,894	\$8,092		\$40,986	\$40,986

Language Partner Faculty (Business Language Curriculum Development & BL Journal Editorship)									
Margaret Gonglewski	BL Curriculum Development								
Academic Year - Matching Funds	10/1/18 - 5/31/19 & 9/1/19-9/30/19	0.00%	\$95,794	\$0	\$0			\$0	\$0
Summer Salary - Sponsored Funds	6/1/19 - 8/31/19		\$98,668	\$2,500	\$615	\$3,115			\$3,115
Richard Robin	BL Curriculum Development								
Academic Year - Matching Funds	10/1/18 - 5/31/19 & 9/1/19-9/30/19	0.00%	\$115,093	\$0	\$0			\$0	\$0
Summer Salary - Sponsored Funds	6/1/19 - 8/31/19		\$118,545	\$2,500	\$615	\$3,115			\$3,115
Margaret Gonglewski	Business Languages Journal Co-Editorship								
Academic Year - Matching Funds	10/1/18 - 5/31/19 & 9/1/19-9/30/19	5.00%	\$95,794	\$4,885	\$1,202			\$6,087	\$6,087
Summer Salary - Sponsored Funds	6/1/19 - 8/31/19		\$98,668	\$1,000	\$246	\$1,246			\$1,246
Mohssen Esseesy	Business Language Journal Co-Editorship								
Academic Year - Matching Funds	10/1/18 - 5/31/19 & 9/1/19-9/30/19	5.00%	\$119,456	\$6,092	\$1,499			\$7,591	\$7,591
Summer Salary - Sponsored Funds	6/1/19 - 8/31/19		\$123,039	\$1,000	\$246	\$1,246			\$1,246
Center Evaluation									
Kathryn Newcomer	Evaluation Specialist								
Academic Year - Matching Funds	10/1/18 - 5/31/19 & 9/1/19-9/30/19	2.50%	\$224,720	\$5,730	\$1,410			\$7,140	\$7,140
Summer Salary - Sponsored Funds	6/1/19 - 8/31/19		\$231,462	\$5,000	\$1,230	\$6,230			\$6,230
Specified Research, Curriculum and Outreach Projects									
Jiawen Yang	IB Minor for Non GWSB students								
Academic Year - Matching Funds	10/1/18 - 5/31/19 & 9/1/19-9/30/19	2.50%	\$163,943	\$4,181	\$1,028			\$5,209	\$5,209
Liesl Riddle	Curriculum / Co-Curricular Projects								
Academic Year - Matching Funds	10/1/18 - 5/31/19 & 9/1/19-9/30/19	5.00%	\$185,831	\$9,477	\$2,331			\$11,809	\$11,809
Summer Salary - Sponsored Funds	6/1/19 - 8/31/19		\$191,406	\$3,500	\$861	\$4,361			\$4,361
Luis Ballesteros	Global Scope Lab								
Academic Year - Matching Funds	10/1/18 - 5/31/19 & 9/1/19-9/30/19	2.50%	\$170,000	\$4,335	\$1,066			\$5,401	\$5,401
Heather Berry	Global Scope Lab								
Academic Year - Matching Funds	10/1/18 - 5/31/19 & 9/1/19-9/30/19	2.50%	\$224,145	\$5,716	\$1,406			\$7,122	\$7,122
CIBER Fellows (Awarded through RFP for research, curriculum development and outreach projects -2a; 4a; and 6f)									
Academic Year & Summer Salary Faculty Fellows (5 awards- \$5,500 summer salary spread over matching funds (3) & grant funds (2); 10% AY effort)									
(TBD) Assumes \$100,000 salary and 10% effort during Academic Year.									
Academic Year - Matching Funds	10/1/18 - 5/31/19 & 9/1/19-9/30/19	10.00%	\$100,000	\$10,200	\$2,509			\$63,546	\$63,546
Summer Salary - Sponsored Funds	6/1/19 - 8/31/19		\$103,000	\$5,500	\$1,353	\$13,706			\$13,706
Summer Salary - Matching Funds	6/1/19 - 8/31/19		\$103,000	\$5,500	\$1,353			\$20,559	\$20,559
Course Release Faculty Fellows (2 awards - \$6,000 contributed from grant and rest of the effort from cost-share)									
(TBD) Assumes \$100,000 salary and 16.67% effort during Academic Year.									
Course Relief (AY) - Matching Funds	10/1/18 - 5/31/19 & 9/1/19-9/30/19	10.788%	\$100,000	\$11,004	\$2,707			\$27,421	\$27,421
Course Relief (AY) - Sponsor Funds	10/1/18 - 5/31/19 & 9/1/19-9/30/19	5.882%	\$100,000	\$6,000	\$1,476	\$14,951			\$14,951
Other Academic Year Faculty Fellows (3 awards)									
(TBD) Assumes \$100,000 salary and 10% effort during Academic Year.									
Academic Year - Matching Funds	10/1/18 - 5/31/19 & 9/1/19-9/30/19	10.000%	\$100,000	\$10,200	\$2,509			\$38,128	\$38,128
Supplemental Faculty Compensation for Materials & Workshop Development				Sponsor	Fringe				
(4c): Faculty Compensation for Organizing 2-day Interdisciplinary Conference				\$2,000	\$492	\$2,492			\$2,492
(4e): Faculty Compensation for Organizing 1-day Innovation Conference				\$1,000	\$246	\$1,246			\$1,246
(5a): Faculty Compensation for Organizing Overseas FDIB				\$10,000	\$2,460	\$12,460			\$12,460
(5b): Faculty Compensation for Migration Matters Workshop				\$2,000	\$492	\$2,492			\$2,492
(6ci): Faculty Compensation for District Export Council and Other Trade Related Programming Presentations				\$1,000	\$246	\$1,246			\$1,246
(7fi): Faculty Compensation for Business Language Outreach Training to MSIs/CCs (on the road)				\$1,000	\$246	\$1,246			\$1,246
(7fi): Faculty Compensation for Business Language Professional Development Workshop Speaker				\$1,000	\$246	\$1,246			\$1,246

Research Assistants & Other Hourly Work					
	Match	Fringe			
General CIBER RAs	\$3,054	\$192		\$3,246	\$3,246
(2f, 3g, 3h): Undergraduate Co-Curricular Initiatives Coordinator	\$10,400	\$655		\$11,055	\$11,055
(2a, 4a, and 6f): RAs for Faculty Fellow (RFP)	\$12,000	\$756		\$12,756	\$12,756
(1e): iGeneration Perceptions of Globalization Project	\$1,500	\$95		\$1,595	\$1,595
(4b): GLOB-S Lab RAs	\$4,000	\$252		\$4,252	\$4,252
(7b, 7c, 7f): Business language Programs RA	\$4,000	\$252		\$4,252	\$4,252
(7i): RA for Business Language Journal	\$1,500	\$95		\$1,595	\$1,595
					\$0
Total Salaries/Wages/Fringe Benefits:			\$162,996	\$620,670	\$783,666
Consultants and Speaker Fees/Honorariums			\$27,000	\$0	\$27,000
	Sponsor	Matching			
CIBER Evaluation (Business School - IB Academic)	\$1,500	\$0			
(2e, 2fiii, 5diii): Undergrad Global Mindset/Global Careers Programming (Berdan)	\$3,000	\$0			
(3f): Student Export Training - Speaker Honorariums	\$1,500	\$0			
(3g): Community of Practice Speaker Honorarium	\$1,000	\$0			
(3i): Women in Global Careers Roundtable (Berdan)	\$3,000	\$0			
(3c, 3e, 3f, 5diii): Student Consulting Training - Friga	\$10,000	\$0			
(5e): WVVA Community College Internationalization Project (Hiller)	\$5,000	\$0			
(6bi) Nordic Innovation Ambassadors' and CEOs' Symposia - Honorarium	\$500	\$0			
(7d): Case development fee for external BL faculty (2 @ \$750)	\$1,500	\$0			
Total	\$27,000	\$0			
Professional Development (includes registration fees for professional development sessions)			\$14,100	\$0	\$14,100
	Sponsor	Matching			
CIBER Director's Conference	\$600	\$0			
(2fi, 5g): Conference Registration Fees and Other Professional Development Fun	\$3,500	\$0			
(5dii, 5eii): CIBER FDIbS (2 \$5000 each; one for each Howard & VA/WVA CC)	\$10,000	\$0			
Total	\$14,100	\$0			
CIBER Co-Sponsorships (includes co-sponsorship fees and may allow for GW-CIBER sponsored registrations)			\$19,500	\$0	\$19,500
	Sponsor	Matching			
(5c): Globalizing Minority-Serving Institutions Program - Georgia State	\$5,000	\$0			
(5c): IB Institute - Michigan State	\$3,000	\$0			
(5c): CIBE MSI/CC Consortium	\$10,000	\$0			
(6cii): National DEC Leadership Forum	\$500	\$0			
(6ciii): NASBITE	\$500	\$0			
(7h): CIBER Business Language Research & Teaching Grants	\$500	\$0			
Total	\$19,500	\$0			
Meeting/Seminar/Conference Expenses (Room Rental / Tech AV and Food/Beverage Costs)			\$28,350	\$0	\$28,350
Room Rental and Tech/Audio Visual Costs	Sponsor	Matching			
(1b): Regional Consortium IB Research Conference	\$1,500	\$0			
(4c): Interdisciplinary Conference	\$1,500	\$0			
(4e): Innovation Conference	\$1,500	\$0			
(6bi): Nordic Innovation - Ambassadors' and CEOs' Symposium Series	\$1,500	\$0			
(6cii): Annual Trade Symposium	\$2,000	\$0			
(6d): Inclusive Globalization Symposium Series	\$2,000	\$0			
(6f): GW-CIBER Theme and Focal Area Outreach Projects	\$2,000	\$0			
Total	\$12,000	\$0			
Food & Beverage	Sponsor	Matching			
(1a): Regional Consortium Meetings	\$700	\$0			
(1b): Regional Consortium IB Research Conference	\$2,100	\$0			
(4b): GLOB-S Lab Conference	\$1,400	\$0			
(4c): Interdisciplinary Conference	\$3,600	\$0			
(4e): Innovation Research Conference	\$2,100	\$0			
(4h): Summer Doctoral Institute	\$2,200	\$0			
(5e): GW-CIBER Theme and Focal Area Outreach Projects	\$1,750	\$0			
(5b): Migration Matters Workshop	\$1,750	\$0			
(7fi): Annual BL Professional Development Workshop	\$750	\$0			
Total	\$16,350	\$0			

Domestic Travel (includes travel, meal and lodging expenses)			\$39,550	\$23,690	\$63,240
	Sponsor	Matching			
(1e): Travel to WVU for iGeneration Perceptions of Globalization Project	\$800	\$0			
(2a, 4a): Faculty / Doctoral Travel (RFP)	\$0	\$2,000			
(2e, 2fiii): Undergrad Co-Curricular Programming - Speaker Travel (2x)	\$2,500	\$0			
(2j): Distinguished Speaker Series	\$1,500	\$0			
(3c, 3e, 3f, 5diii): Student Consulting Training - Consultant Travel (2x)	\$2,500	\$0			
(2fii): Case Competition Travel (SDSU) / San Diego IB Career Trek	\$1,000	\$0			
(3d): X-Culture Conference Travel	\$2,500	\$0			
(3g): Community of Practice Speaker Travel	\$1,000	\$0			
(3h, 5diii): IB Career Treks	\$2,000	\$0			
(3i, 3j): Women in IB Career Initiatives & Exec in Residence - Speaker Travel	\$3,500	\$0			
(4b): GLOB-S Lab Conference Speaker Travel	\$1,000	\$0			
(4e): Innovation Research Conference Speaker Travel	\$2,000	\$0			
(4h): Summer Doctoral Institute (GW lodging)	\$0	\$21,690			
(4h): Summer Doctoral Institute (living allowance)	\$12,000	\$0			
(5b): Migration Matters - GW instructor/Staff/Speaker Travel	\$1,500	\$0			
(5e): Travel for GW Staff/Faculty for CC Internationalization Initiative	\$1,500	\$0			
(6d): Inclusive Globalization Symposium Series Speaker Travel	\$2,000	\$0			
(6e): G2@GW Speaker Travel	\$1,500	\$0			
(7fi): Business Training Outreach to other Universities - Instructor Travel	\$750	\$0			
Total	\$39,550	\$23,690			
International Travel (includes travel, meal and lodging expenses)			\$23,250	\$4,000	\$27,250
	Sponsor	Matching			
(3b): Alumni Association IB Internships	\$2,500	\$0			
(2c, 3e) Faculty/Staff Short-Term Study Abroad Travel (Scouting & Program Deliv	\$6,500	\$0			
(2fii): Case Competition Travel (CBS) / Copenhagen IB Career Trek	\$3,000	\$0			
(2a, 4a): Faculty / Doctoral Travel (RFP)	\$0	\$4,000			
(5a): GW-CIBER Faculty/Staff Travel for GW-CIBER Organized FDIBs	\$5,000	\$0			
(5dii): Howard University Faculty Travel - Overseas CIBER FDIB	\$2,000	\$0			
(5ei): Community College Faculty Travel - Overseas CIBER FDIB	\$2,000	\$0			
(6bii): High-Tech Start-Ups Travel - Sweden FDIB	\$2,250	\$0			
Total	\$23,250	\$4,000			
Research & Program Support (includes publications, data, software, subscriptions and other general program development)			\$14,700	\$3,000	\$17,700
	Sponsor	Matching			
Survey Monkey Evaluation Software	\$200	\$0			
(1e): Consortium Executive Education Program Development	\$1,500	\$0			
(6a): iCorps/High-Tech Startups Executive Education feasibility study	\$5,000	\$0			
(5f): Country Studies Book - Sweden	\$6,000	\$0			
(6d): Inclusive Globalization Policy Brief	\$1,000	\$0			
(3b): Databases	\$0	\$3,000			
(7i): Printing for Business Language Journal	\$1,000	\$0			
Total	\$14,700	\$3,000			

Center & Program Materials (includes conference/program promotion & conference/workshop materials)			\$3,000	\$0	\$3,000
	Sponsor	Matching			
(1b): Regional Consortium IB Research Conference	\$250	0			
(4c): Interdisciplinary Conference	\$500	\$0			
(4e): Innovation Conference	\$500	\$0			
(4h): Summer Doctoral Institute	\$500	\$0			
(6cii): Annual Trade Symposium	\$250	\$0			
(6d): Inclusive Globalization Symposium Series	\$250	\$0			
(6f): GW-CIBER Theme and Focal Area Outreach Projects	\$500	\$0			
(7fi): Business Language Workshops	\$250	\$0			
Total	\$3,000	\$0			
Archiving & Broadcasting (includes CIBER outputs archiving/dissemination; media & equipment fees)			\$1,500	\$0	\$1,500
	Sponsor	Matching			
(6g): Events Videographer for posting to Video Library	\$1,000	\$0			
CIBERWEB	\$500	\$0			
Total	\$1,500	\$0			
Total Other Costs			\$170,950	\$30,690	\$201,640
Total Direct Project Costs			\$333,946	\$651,360	\$985,306
GWU MODIFIED TOTAL DIRECT COSTS			\$333,946	\$651,360	\$985,306
Sponsor Indirect @ 8%MTDC			\$26,716	\$52,109	\$78,825
TOTAL			\$360,662	\$703,469	\$1,064,131

BUDGET NARRATIVE SUPPLEMENTAL INFORMATION

P.I: Anna Helm
PROJECT: CIBER Year 2
SPONSOR: Department of Education
PROJECT DATES: 10/01/19-09/30/20

*Expected salary increases of 3% are calculated into base salary and project salary costs.

**Fringe is calculated at 24.6% for regular and part-time salaries and 6.3% for temporary wages (e.g. hourly wages), per DHHS Agreement dated 4/7/17, effective through 6/30/18, provisional thereafter.

PERSONNEL		EFFORT	BASE	PROJECT	FRINGE	SPONSOR	MATCHING	TOTAL
Line Item	Descr ^y Time Period	(%)	SALARY	SALARY*	BENEFITS**	FUNDS	FUNDS	FUNDS
Core CIBER Staff								
Anna Helm								
	Faculty Director							
Academic Year - Matching Funds	10/1/19 - 5/31/20 & 9/1/20-9/30/21	50.00%	\$115,647	\$58,980	\$14,509		\$73,489	\$73,489
Summer Salary - Matching & Sponsored	6/1/20 - 8/31/21		\$119,117	\$30,000	\$7,380	\$26,166	\$11,214	\$37,380
Alexis Gaul								
	Administrative Director							
Matching Funds	10/1/19- 9/30/20	65.00%	\$89,336	\$59,375	\$14,606		\$73,981	\$73,981
Sponsor Funds	10/1/19- 9/30/20	25.00%	\$89,336	\$22,837	\$5,618	\$28,454		\$28,454
Nevena Yakova								
	Program Manager							
Matching Funds	10/1/19- 9/30/20	65.00%	\$87,214	\$57,965	\$14,259		\$72,224	\$72,224
Sponsor Funds	10/1/19- 9/30/20	25.00%	\$87,214	\$22,294	\$5,484	\$27,779		\$27,779
Faculty Coordinators								
Stephan Kaplan								
	Faculty Coordinator - Focal Areas							
Academic Year - Matching Funds	10/1/19 - 5/31/20 & 9/1/20-9/30/21	5.00%	\$98,068	\$5,001	\$1,230		\$6,232	\$6,232
Robert Weiner								
	Faculty Coordinator - Focal Areas & BS in IB							
Academic Year - Matching Funds	10/1/19 - 5/31/20 & 9/1/20-9/30/21	5.00%	\$213,429	\$10,885	\$2,678		\$13,563	\$13,563
Maggie Chen								
	Faculty Coordinator - Focal Areas							
Academic Year - Matching Funds	10/1/19 - 5/31/20 & 9/1/20-9/30/21	5.00%	\$214,455	\$10,937	\$2,691		\$13,628	\$13,628
Anupama Phene								
	Faculty Coordinator - Focal Areas							
Academic Year - Matching Funds	10/1/19 - 5/31/20 & 9/1/20-9/30/21	5.00%	\$257,121	\$13,113	\$3,226		\$16,339	\$16,339
Jennifer Brinkerhoff								
	Faculty Coordinator - Focal Areas							
Academic Year - Matching Funds	10/1/19 - 5/31/20 & 9/1/20-9/30/21	5.00%	\$137,981	\$7,037	\$1,731		\$8,768	\$8,768
Liesl Riddle								
	Faculty Coordinator -Focal Areas							
Academic Year - Matching Funds	10/1/19 - 5/31/20 & 9/1/20-9/30/21	5.00%	\$191,406	\$9,762	\$2,401		\$12,163	\$12,163
Jennifer Spencer								
	Faculty Coordinator -Focal Areas							
Academic Year - Matching Funds	10/1/19 - 5/31/20 & 9/1/20-9/30/21	5.00%	\$236,995	\$12,087	\$2,973		\$15,060	\$15,060
Robert Ortung								
	Faculty Coordinator -Focal Areas							
Academic Year - Matching Funds	10/1/19 - 5/31/20 & 9/1/20-9/30/21	5.00%	\$142,125	\$7,266	\$1,787		\$9,054	\$9,054
Noel Maurer								
	RFP Coordinator							
Academic Year - Matching Funds	10/1/19 - 5/31/20 & 9/1/20-9/30/21	5.00%	\$197,592	\$10,077	\$2,479		\$12,556	\$12,556
Summer Salary - Sponsored Funds	6/1/20 - 8/31/20		\$203,520	\$2,500	\$615	\$3,115		\$3,115
Margaret Goglewski								
	Business Languages Faculty Co-Coordinator							
Academic Year - Matching Funds	10/1/19 - 5/31/20 & 9/1/20-9/30/21	10.00%	\$98,668	\$10,064	\$2,476		\$12,540	\$12,540
Summer Salary - Sponsored Funds	6/1/20 - 8/31/20		\$101,628	\$7,000	\$1,722	\$8,722		\$8,722
Staff Supporting MBA Offerings								
Bryan Adriano								
	Executive Director, Global and Experiential Education							
Matching Funds	10/1/19- 9/30/20	25.00%	\$132,541	\$33,881	\$8,335		\$42,216	\$42,216

Language Partner Faculty (Business Language Curriculum Development & BL Journal Editorship)									
Mohssen Esseesy	BL Curriculum Development (Arabic)								
Academic Year - Matching Funds	10/1/19 - 5/31/20 & 9/1/20-9/30/21	0.00%	\$123,039	\$0	\$0			\$0	\$0
Summer Salary - Sponsored Funds	6/1/20 - 8/31/20		\$126,731	\$2,500	\$615	\$3,115			\$3,115
Miok Pak	BL Curriculum Development (Korean)								
Academic Year - Matching Funds	10/1/19 - 5/31/20 & 9/1/20-9/30/21	0.00%	\$76,694	\$0	\$0			\$0	\$0
Summer Salary - Sponsored Funds	6/1/20 - 8/31/20		\$78,995	\$2,500	\$615	\$3,115			\$3,115
Margaret Gonglewski	BL Curriculum Development (German) & Immersion Program								
Academic Year - Matching Funds	10/1/19 - 5/31/20 & 9/1/20-9/30/21	10.00%	\$98,668	\$10,064	\$2,476			\$12,540	\$12,540
Summer Salary - Sponsored Funds	6/1/20 - 8/31/20		\$101,628	\$1,500	\$369	\$1,869			\$1,869
Richard Robin	BL Curriculum Development (Russian) & Immersion Program								
Academic Year - Matching Funds	10/1/19 - 5/31/20 & 9/1/20-9/30/21	10.00%	\$118,545	\$12,092	\$2,975			\$15,066	\$15,066
Summer Salary - Sponsored Funds	6/1/20 - 8/31/20		\$122,102	\$1,500	\$369	\$1,869			\$1,869
Margaret Gonglewski	Business Languages Journal Co-Editorship								
Academic Year - Matching Funds	10/1/19 - 5/31/20 & 9/1/20-9/30/21	5.00%	\$98,668	\$5,032	\$1,238			\$6,270	\$6,270
Summer Salary - Sponsored Funds	6/1/20 - 8/31/20		\$101,628	\$1,000	\$246	\$1,246			\$1,246
Mohssen Esseesy	Business Language Journal Co-Editorship								
Academic Year - Matching Funds	10/1/19 - 5/31/20 & 9/1/20-9/30/21	5.00%	\$123,039	\$6,275	\$1,544			\$7,819	\$7,819
Summer Salary - Sponsored Funds	6/1/20 - 8/31/20		\$126,731	\$1,000	\$246	\$1,246			\$1,246
Center Evaluation									
Kathryn Newcomer	Evaluation Specialist								
Academic Year - Matching Funds	10/1/19 - 5/31/20 & 9/1/20-9/30/21	2.50%	\$231,462	\$5,902	\$1,452			\$7,354	\$7,354
Summer Salary - Sponsored Funds	6/1/20 - 8/31/20		\$238,406	\$5,000	\$1,230	\$6,230			\$6,230
Specified Research, Curriculum and Outreach Projects									
Liesl Riddle	Curriculum / Co-Curricular Projects								
Academic Year - Matching Funds	10/1/19 - 5/31/20 & 9/1/20-9/30/21	5.00%	\$191,406	\$9,762	\$2,401			\$12,163	\$12,163
Summer Salary - Sponsored Funds	6/1/20 - 8/31/20		\$197,148	\$3,500	\$861	\$4,361			\$4,361
Luis Ballesteros	Global Scope Lab								
Academic Year - Matching Funds	10/1/19 - 5/31/20 & 9/1/20-9/30/21	2.50%	\$175,100	\$4,465	\$1,098			\$5,563	\$5,563
Heather Berry	Global Scope Lab								
Academic Year - Matching Funds	10/1/19 - 5/31/20 & 9/1/20-9/30/21	2.50%	\$230,869	\$5,887	\$1,448			\$7,335	\$7,335
Stephan Kaplan	New Course Development - Rising Market Powers and 21st Century Globalization								
Course Relief (AY) - Matching Funds	10/1/19 - 5/31/20 & 9/1/20-9/30/21	10.672%	\$98,068	\$10,675	\$2,626			\$13,301	\$13,301
Course Relief (AY) - Sponsor Funds	10/1/19 - 5/31/20 & 9/1/20-9/30/21	5.998%	\$98,068	\$6,000	\$1,476	\$7,476			\$7,476
CIBER Fellows (Awarded through RFP for research, curriculum development and outreach projects -2a; 4a; and 6f)									
Academic Year & Summer Salary Faculty Fellows (5 awards- \$5,500 summer salary spread over matching funds (3) & grant funds (2); 10% AY effort)									
(TBD) Assumes \$100,000 salary and 10% effort during Academic Year.									
Academic Year - Matching Funds	10/1/19 - 5/31/20 & 9/1/20-9/30/21	10.00%	\$100,000	\$10,200	\$2,509			\$63,546	\$63,546
Summer Salary - Sponsored Funds	6/1/20 - 8/31/20		\$103,000	\$5,500	\$1,353	\$13,706			\$13,706
Summer Salary - Matching Funds	6/1/20 - 8/31/20		\$103,000	\$5,500	\$1,353			\$20,559	\$20,559
Course Release Faculty Fellows (2 awards - \$6,000 contributed from grant and rest of the effort from cost-share)									
(TBD) Assumes \$100,000 salary and 16.67% effort during Academic Year.									
Course Relief (AY) - Matching Funds	10/1/19 - 5/31/20 & 9/1/20-9/30/21	10.788%	\$100,000	\$11,004	\$2,707			\$27,421	\$27,421
Course Relief (AY) - Sponsor Funds	10/1/19 - 5/31/20 & 9/1/20-9/30/21	5.882%	\$100,000	\$6,000	\$1,476	\$14,951			\$14,951
Other Academic Year Faculty Fellows (3 awards)									
(TBD) Assumes \$100,000 salary and 10% effort during Academic Year.									
Academic Year - Matching Funds	10/1/19 - 5/31/20 & 9/1/20-9/30/21	10.000%	\$100,000	\$10,200	\$2,509			\$38,128	\$38,128

Supplemental Faculty Compensation for Materials & Workshop Development			Sponsor	Fringe			
(1c, 3d): Faculty compensation for Virtual Teams Skills Development Training (2 @\$500)			\$1,000	\$246	\$1,246		\$1,246
(4): Faculty Compensation for Organizing 1-day Integrating IB Teaching Conference			\$1,000	\$246	\$1,246		\$1,246
(5a): Faculty Compensation for Organizing Overseas FDIB			\$10,000	\$2,460	\$12,460		\$12,460
(5b): Faculty Compensation for Migration Matters Workshop			\$2,000	\$492	\$2,492		\$2,492
(6a): Faculty Compensation for iCorps/High-Tech Startups Executive Education (4 @ \$1,000)			\$4,000	\$984	\$4,984		\$4,984
(6c): Faculty Compensation for District Export Council and Other Trade Related Programming Presentations			\$1,000	\$246	\$1,246		\$1,246
(7f): Faculty Compensation for Business Language Outreach Training to MSIs/CCs (on the road)			\$1,000	\$246	\$1,246		\$1,246
(7fi): Faculty Compensation for Business Language Professional Development Workshop Speaker			\$1,000	\$246	\$1,246		\$1,246
Research Assistants & Other Hourly Work			Match	Fringe			
General CIBER RAs			\$3,054	\$192		\$3,246	\$3,246
(2f, 3g, 3h): Undergraduate Co-Curricular Initiatives Coordinator			\$10,400	\$655		\$11,055	\$11,055
(2a, 4a, and 6f): RAs for Faculty Fellow (RFP)			\$12,000	\$756		\$12,756	\$12,756
(1e): iGeneration Perceptions of Globalization Project			\$1,500	\$95		\$1,595	\$1,595
(4b): GLOB-S Lab RAs			\$2,000	\$126		\$2,126	\$2,126
(7a): Business Language Curriculum Development RAs (2)			\$2,000	\$126		\$2,126	\$2,126
(7b, 7c, 7f): Business language Programs RA			\$4,000	\$252		\$4,252	\$4,252
(7i): RA for Business Language Journal			\$1,500	\$95		\$1,595	\$1,595
							\$0
Total Salaries/Wages/Fringe Benefits:					\$179,586	\$668,843	\$848,429
Consultants and Speaker Fees/Honorariums					\$25,500	\$0	\$25,500
	Sponsor	Matching					
CIBER Evaluation (Business School - International Education Administrator)	\$1,500	\$0					
(2e, 2fiii, 5diii): Undergrad Global Mindset/Global Careers Programming (Berda	\$3,000	\$0					
(3f): Student Export Training - Speaker Honorariums	\$1,500	\$0					
(3g): Community of Practice Speaker Honorarium	\$1,000	\$0					
(3i): Women in Global Careers Roundtable (Berdan)	\$3,000	\$0					
(3c, 3e, 3f, 5diii): Student Consulting Training - Friga	\$10,000	\$0					
(5e): WV/VA Community College Internationalization Project (Hiller)	\$5,000	\$0					
(6bi) Nordic Innovation Ambassadors' and CEOs' Symposia - Honorarium	\$500	\$0					
Total	\$25,500	\$0					
Professional Development (includes registration fees for professional development sessions)					\$12,100	\$0	\$12,100
	Sponsor	Matching					
CIBER Director's Conference	\$600	\$0					
(2fi, 5g): Conference Registration Fees and Other Professional Development Fi	\$1,500	\$0					
(5dii, 5eii): CIBER FDIBs (2 \$5000 each; one for each Howard & VA/WVA CC)	\$10,000	\$0					
Total	\$12,100	\$0					
CIBER Co-Sponsorships (includes co-sponsorship fees and may allow for GW-CIBER sponsored registrations)					\$19,500	\$0	\$19,500
	Sponsor	Matching					
(5c): Globalizing Minority-Serving Institutions Program - Georgia State	\$5,000	\$0					
(5c): IB Institute - Michigan State	\$3,000	\$0					
(5c): CIBE MSI/CC Consortium	\$10,000	\$0					
(6cii): National DEC Leadership Forum	\$500	\$0					
(6ciii): NASBITE	\$500	\$0					
(7g): Business Language Conference	\$500	\$0					
Total	\$19,500	\$0					
Meeting/Seminar/Conference Expenses (Room Rental / Tech AV and Food/Beverage Costs)					\$20,100	\$0	\$20,100
	Sponsor	Matching					
(4d): Integrated Teaching in IB Workshop	\$1,500	\$0					
(6bi): Nordic Innovation - Ambassadors' and CEOs' Symposia	\$1,500	\$0					
(6cii): Annual Trade Symposium	\$2,000	\$0					
(6d): Inclusive Globalization Symposium Series	\$2,000	\$0					
(6f): GW-CIBER Theme and Focal Area Outreach Projects	\$2,000	\$0					
Total	\$9,000	\$0					

Food & Beverage					
(4b): GLOB-S Lab Conference	Sponsor	Matching			
	\$1,400	\$0			
(4d): Integrated Teaching in IB Workshop	\$1,750	\$0			
(4h): Summer Doctoral Institute	\$2,200	\$0			
(5e): GW-CIBER Theme and Focal Area Outreach Projects	\$1,750	\$0			
(5b): Migration Matters Workshop	\$1,750	\$0			
(7fi): Annual BL Professional Development Workshop	\$750	\$0			
(7fii): Business Language Immersion Programs	\$1,500	\$0			
Total	\$11,100	\$0			
Domestic Travel (includes travel, meal and lodging expenses)			\$46,150	\$23,690	\$69,840
	Sponsor	Matching			
(1a): Regional Consortium Meetings @ partner school	\$1,500	\$0			
(1b): Regional Consortium Research Conf - GW Faculty/Staff & External Speak	\$2,000	\$0			
(1c): IB Course with Exporting Consulting for Consortium Students	\$3,000	\$0			
(1e): Travel to Richmond for iGeneration Perceptions of Globalization Project	\$800	\$0			
(2a, 4a): Faculty / Doctoral Travel (RFP)	\$0	\$2,000			
(2e, 2fiii): Undergrad Co-Curricular Programming - Speaker Travel (2x)	\$2,500	\$0			
(2j): Distinguished Speaker Series	\$1,500	\$0			
(3c, 3e, 3f, 5diii): Student Consulting Training - Consultant Travel (2x)	\$2,500	\$0			
(2fii): Case Competition Travel (SDSU & Northwestern) - San Diego/Boston IB	\$2,500	\$0			
(3d): X-Culture Conference Travel	\$2,500	\$0			
(3g): Community of Practice Speaker Travel	\$1,000	\$0			
(3h, 5diii): IB Career Treks	\$2,000	\$0			
(3i, 3j): Women in IB Career Initiatives & Exec in Residence - Speaker Travel	\$3,500	\$0			
(4b): GLOB-S Lab Conference Speaker Travel	\$1,000	\$0			
(4h): Summer Doctoral Institute (GW lodging)	\$0	\$21,690			
(4h): Summer Doctoral Institute (living allowance)	\$12,000	\$0			
(5b): Migration Matters - GW instructor/Staff/Speaker Travel	\$1,500	\$0			
(5e): Travel for GW Staff/Faculty for CC Internationalization Initiative	\$1,500	\$0			
(6d): Inclusive Globalization Symposium Series Speaker Travel	\$2,000	\$0			
(6e): G2@GW Speaker Travel	\$1,500	\$0			
(7fi): Business Training Outreach to other Universities - Instructor Travel	\$750	\$0			
(7fii) Bus transport for Business Language Immersion Workshops	\$600	\$0			
Total	\$46,150	\$23,690			
International Travel (includes travel, meal and lodging expenses)			\$24,750	\$4,000	\$28,750
	Sponsor	Matching			
(3b): Alumni Association IB Internships	\$1,500	\$0			
(2c, 3e) Faculty/Staff Short-Term Study Abroad Travel (Scouting & Program De	\$6,500	\$0			
(2a, 4a): Faculty / Doctoral Travel (RFP)	\$0	\$4,000			
(5a): GW-CIBER Faculty/Staff Travel for GW-CIBER Organized FDIBs	\$5,000	\$0			
(5a): FDIB MENA Support	\$3,000	\$0			
(5dii): Howard University Faculty Travel - Overseas CIBER FDIB	\$2,000	\$0			
(5ei): Community College Faculty Travel - Overseas CIBER FDIB	\$2,000	\$0			
(6biii): Collaborative Residency with KTH	\$2,250	\$0			
(7fiii): Business Language FDIB Add-On	\$2,500	\$0			
Total	\$24,750	\$4,000			
Research & Program Support (includes publications, data, software, subscriptions and other general program development)			\$3,700	\$3,000	\$6,700
	Sponsor	Matching			
Survey Monkey Evaluation Software	\$200	\$0			
(1e): Consortium Executive Education Program Development	\$1,500	\$0			
(6d): Inclusive Globalization Policy Brief	\$1,000	\$0			
(3b): Databases	\$0	\$3,000			
(7i): Printing for Business Language Journal	\$1,000	\$0			
Total	\$3,700	\$3,000			

Center & Program Materials (includes conference/program promotion & conference/workshop materials)			\$3,250	\$0	\$3,250
	Sponsor	Matching			
(4d): Integrated Teaching in IB Workshop	\$500	\$0			
(4h): Summer Doctoral Institute	\$500	\$0			
(6a): iCorps/High-Tech Startups Executive Education	\$500	\$0			
(6cii): Annual Trade Symposium	\$250	\$0			
(6d): Inclusive Globalization Symposium Series	\$250	\$0			
(6f): GW-CIBER Theme and Focal Area Outreach Projects	\$500	\$0			
(7fi, 7fii): Business Language Workshops, Immersion Workshops	\$750	\$0			
Total	\$3,250	\$0			
Archiving & Broadcasting (includes CIBER outputs archiving/dissemination; media & equipment fees)			\$1,500	\$0	\$1,500
	Sponsor	Matching			
(6g): Events Videographer for posting to Video Library	\$1,000	\$0			
CIBERWEB	\$500	\$0			
Total	\$1,500	\$0			
Total Other Costs			\$156,550	\$30,690	\$187,240
Total Direct Project Costs			\$336,136	\$699,533	\$1,035,669
GWU MODIFIED TOTAL DIRECT COSTS			\$336,136	\$699,533	\$1,035,669
Sponsor Indirect @ 8%MTDC			\$26,891	\$55,963	\$82,854
TOTAL			\$363,027	\$755,496	\$1,118,523

BUDGET NARRATIVE SUPPLEMENTAL INFORMATION

P.I: Anna Helm
 PROJECT: CIBER Year 3
 SPONSOR: Department of Education
 PROJECT DATES: 10/01/20-09/30/21

*Expected salary increases of 3% are calculated into base salary and project salary costs.

**Fringe is calculated at 24.6% for regular and part-time salaries and 6.3% for temporary wages (e.g. hourly wages), per DHHS Agreement dated 4/7/17, effective through 6/30/18, provisional thereafter.

PERSONNEL		EFFORT	BASE	PROJECT	FRINGE	SPONSOR	MATCHING	TOTAL
Line Item	Description Time Period	(%)	SALARY	SALARY*	BENEFITS**	FUNDS	FUNDS	FUNDS
Core CIBER Staff								
Anna Helm								
	Faculty Director							
Academic Year - Matching Funds	10/1/20 - 5/31/21 & 9/1/21-9/30/21	50.00%	\$119,117	\$60,750	\$14,944		\$75,694	\$75,694
Summer Salary - Matching & Sponsored	6/1/21 - 8/31/21		\$122,690	\$30,000	\$7,380	\$26,166	\$11,214	\$37,380
Alexis Gaul								
	Administrative Director							
Matching Funds	10/1/20 - 9/30/21	65.00%	\$92,016	\$61,156	\$15,044		\$76,201	\$76,201
Sponsor Funds	10/1/20 - 9/30/21	25.00%	\$92,016	\$23,522	\$5,786	\$29,308		\$29,308
Nevena Yakova								
	Program Manager							
Matching Funds	10/1/20 - 9/30/21	65.00%	\$89,831	\$59,704	\$14,687		\$74,391	\$74,391
Sponsor Funds	10/1/20 - 9/30/21	25.00%	\$89,831	\$22,963	\$5,649	\$28,612		\$28,612
Faculty Coordinators								
Stephan Kaplan								
	Faculty Coordinator - Focal Areas							
Academic Year - Matching Funds	10/1/20 - 5/31/21 & 9/1/21-9/30/21	5.00%	\$101,010	\$5,152	\$1,267		\$6,419	\$6,419
Robert Weiner								
	Faculty Coordinator - Focal Areas & BS in IB							
Academic Year - Matching Funds	10/1/20 - 5/31/21 & 9/1/21-9/30/21	5.00%	\$219,832	\$11,211	\$2,758		\$13,969	\$13,969
Maggie Chen								
	Faculty Coordinator - Focal Areas							
Academic Year - Matching Funds	10/1/20 - 5/31/21 & 9/1/21-9/30/21	5.00%	\$220,888	\$11,265	\$2,771		\$14,037	\$14,037
Anupama Phene								
	Faculty Coordinator - Focal Areas							
Academic Year - Matching Funds	10/1/20 - 5/31/21 & 9/1/21-9/30/21	5.00%	\$264,835	\$13,507	\$3,323		\$16,829	\$16,829
Jennifer Brinkerhoff								
	Faculty Coordinator - Focal Areas							
Academic Year - Matching Funds	10/1/20 - 5/31/21 & 9/1/21-9/30/21	5.00%	\$142,121	\$7,248	\$1,783		\$9,031	\$9,031
Liesl Riddle								
	Faculty Coordinator -Focal Areas							
Academic Year - Matching Funds	10/1/20 - 5/31/21 & 9/1/21-9/30/21	5.00%	\$197,148	\$10,055	\$2,473		\$12,528	\$12,528
Jennifer Spencer								
	Faculty Coordinator -Focal Areas							
Academic Year - Matching Funds	10/1/20 - 5/31/21 & 9/1/21-9/30/21	5.00%	\$244,105	\$12,449	\$3,063		\$15,512	\$15,512
Robert Orttung								
	Faculty Coordinator -Focal Areas							
Academic Year - Matching Funds	10/1/20 - 5/31/21 & 9/1/21-9/30/21	5.00%	\$146,388	\$7,484	\$1,841		\$9,325	\$9,325
Noel Maurer								
	RFP Coordinator							
Academic Year - Matching Funds	10/1/20 - 5/31/21 & 9/1/21-9/30/21	5.00%	\$203,520	\$10,380	\$2,553		\$12,933	\$12,933
Summer Salary - Sponsored Funds	6/1/21 - 8/31/21		\$209,625	\$2,500	\$615	\$3,115		\$3,115
Margaret Goglewski								
	Business Languages Faculty Co-Coordinator							
Academic Year - Matching Funds	10/1/20 - 5/31/21 & 9/1/21-9/30/21	10.00%	\$101,628	\$10,366	\$2,550		\$12,916	\$12,916
Summer Salary - Sponsored Funds	6/1/21 - 8/31/21		\$104,676	\$7,000	\$1,722	\$8,722		\$8,722
Staff Supporting MBA Offerings								
Bryan Adriano								
	Executive Director, Global and Experiential Education							
Matching Funds	10/1/20 - 9/30/21	25.00%	\$136,518	\$34,897	\$8,585		\$43,482	\$43,482

Language Partner Faculty (Business Language Curriculum Development & BL Journal Editorship)									
Phyllis Zhang	BL Curriculum Development (Chinese)								
Academic Year - Matching Funds	10/1/20 - 5/31/21 & 9/1/21-9/30/21	0.00%	\$104,286	\$0	\$0			\$0	\$0
Summer Salary - Sponsored Funds	6/1/21 - 8/31/21		\$107,415	\$2,500	\$615	\$3,115			\$3,115
Shoko Hamano	BL Curriculum Development (Japanese)								
Academic Year - Matching Funds	10/1/20 - 5/31/21 & 9/1/21-9/30/21	0.00%	\$130,073	\$0	\$0			\$0	\$0
Summer Salary - Sponsored Funds	6/1/21 - 8/31/21		\$133,975	\$2,500	\$615	\$3,115			\$3,115
Mohssen Esseesy	BL Curriculum Development and Immersion Workshop (Arabic)								
Academic Year - Matching Funds	10/1/20 - 5/31/21 & 9/1/21-9/30/21	10.00%	\$126,731	\$12,927	\$3,180			\$16,106	\$16,106
Summer Salary - Sponsored Funds	6/1/21 - 8/31/21		\$130,533	\$1,500	\$369	\$1,869			\$1,869
Miok Pak	BL Curriculum Development and Immersion Workshop (Korean)								
Academic Year - Matching Funds	10/1/20 - 5/31/21 & 9/1/21-9/30/21	10.00%	\$78,995	\$8,057	\$1,982			\$10,040	\$10,040
Summer Salary - Sponsored Funds	6/1/21 - 8/31/21		\$81,364	\$1,500	\$369	\$1,869			\$1,869
Margaret Gonglewski	Business Languages Journal Co-Editorship								
Academic Year - Matching Funds	10/1/20 - 5/31/21 & 9/1/21-9/30/21	5.00%	\$101,628	\$5,183	\$1,275			\$6,458	\$6,458
Summer Salary - Sponsored Funds	6/1/21 - 8/31/21		\$104,676	\$1,000	\$246	\$1,246			\$1,246
Mohssen Esseesy	Business Language Journal Co-Editorship								
Academic Year - Matching Funds	10/1/20 - 5/31/21 & 9/1/21-9/30/21	5.00%	\$126,731	\$6,463	\$1,590			\$8,053	\$8,053
Summer Salary - Sponsored Funds	6/1/21 - 8/31/21		\$130,533	\$1,000	\$246	\$1,246			\$1,246
Center Evaluation									
Kathryn Newcomer	Evaluation Specialist								
Academic Year - Matching Funds	10/1/20 - 5/31/21 & 9/1/21-9/30/21	2.50%	\$238,406	\$6,079	\$1,496			\$7,575	\$7,575
Summer Salary - Sponsored Funds	6/1/21 - 8/31/21		\$245,558	\$5,000	\$1,230	\$6,230			\$6,230
Specified Research, Curriculum and Outreach Projects									
Liesl Riddle	Curriculum / Co-Curricular Projects								
Academic Year - Matching Funds	10/1/20 - 5/31/21 & 9/1/21-9/30/21	5.00%	\$197,148	\$10,055	\$2,473			\$12,528	\$12,528
Summer Salary - Sponsored Funds	6/1/21 - 8/31/21		\$203,063	\$3,500	\$861	\$4,361			\$4,361
Luis Ballesteros	Global Scope Lab								
Academic Year - Matching Funds	10/1/21 - 5/31/22 & 9/1/22-9/30/22	2.50%	\$180,353	\$4,599	\$1,131			\$5,730	\$5,730
Heather Berry	Global Scope Lab								
Academic Year - Matching Funds	10/1/21 - 5/31/22 & 9/1/22-9/30/22	2.50%	\$237,795	\$6,064	\$1,492			\$7,555	\$7,555
CIBER Fellows (Awarded through RFP for research, curriculum development and outreach projects -2a; 4a; and 6f)									
Academic Year & Summer Salary Faculty Fellows (5 awards- \$5,500 summer salary spread over matching funds (3) & grant funds (2); 10% AY effort)									
(TBD) Assumes \$100,000 salary and 10% effort during Academic Year.									
Academic Year - Matching Funds	10/1/18 - 5/31/19 & 9/1/19-9/30/19	10.00%	\$100,000	\$10,200	\$2,509			\$63,546	\$63,546
Summer Salary - Sponsored Funds	6/1/19 - 8/31/19		\$103,000	\$5,500	\$1,353	\$13,706			\$13,706
Summer Salary - Matching Funds	6/1/19 - 8/31/19		\$103,000	\$5,500	\$1,353			\$20,559	\$20,559
Course Release Faculty Fellows (2 awards - \$6,000 contributed from grant and rest of the effort from cost-share)									
(TBD) Assumes \$100,000 salary and 16.67% effort during Academic Year.									
Course Relief (AY) - Matching Funds	10/1/18 - 5/31/19 & 9/1/19-9/30/19	10.788%	\$100,000	\$11,004	\$2,707			\$27,421	\$27,421
Course Relief (AY) - Sponsor Funds	10/1/18 - 5/31/19 & 9/1/19-9/30/19	5.882%	\$100,000	\$6,000	\$1,476	\$14,951			\$14,951
Other Academic Year Faculty Fellows (3 awards)									
(TBD) Assumes \$100,000 salary and 10% effort during Academic Year.									
Academic Year - Matching Funds	10/1/18 - 5/31/19 & 9/1/19-9/30/19	10.000%	\$100,000	\$10,200	\$2,509			\$38,128	\$38,128

Supplemental Faculty Compensation for Materials & Workshop Development					
	Sponsor	Fringe			
(1c, 3d): Faculty compensation for Virtual Teams Skills Development Training (2 @\$500)	\$1,000	\$246	\$1,246		\$1,246
(4c): Faculty Compensation for Organizing 2-day Interdisciplinary Conference	\$2,000	\$492	\$2,492		\$2,492
(4e): Faculty Compensation for Organizing 1-day Innovation Conference	\$1,000	\$246	\$1,246		
(5a): Faculty Compensation for Organizing Overseas FDIB	\$10,000	\$2,460	\$12,460		\$12,460
(5b): Faculty Compensation for Migration Matters Workshop	\$2,000	\$492	\$2,492		\$2,492
(6a): Faculty Compensation for iCorps/High-Tech Startups Executive Education (4 @ \$1,000)	\$4,000	\$984	\$4,984		\$4,984
(6c): Faculty Compensation for District Export Council and Other Trade Related Programming Presentations	\$1,000	\$246	\$1,246		\$1,246
(7f): Faculty Compensation for Business Language Outreach Training to MSIs/CCs (on the road)	\$1,000	\$246	\$1,246		\$1,246
(7f): Faculty Compensation for Business Language Professional Development Workshop Speaker	\$1,000	\$246	\$1,246		\$1,246
Research Assistants & Other Hourly Work					
	Match	Fringe			
General CIBER RAs	\$3,554	\$224		\$3,778	\$3,778
(2f, 3g, 3h): Undergraduate Co-Curricular Initiatives Coordinator	\$10,400	\$655		\$11,055	\$11,055
(2a, 4a, and 6f): RAs for Faculty Fellow (RFP)	\$12,000	\$756		\$12,756	\$12,756
(4b): GLOB-S Lab RAs	\$3,000	\$189		\$3,189	\$3,189
(7a): Business Language Curriculum Development RAs (2)	\$2,000	\$126		\$2,126	\$2,126
(7b, 7c, 7f): Business language Programs RA	\$4,000	\$252		\$4,252	\$4,252
(7i): RA for Business Language Journal	\$1,500	\$95		\$1,595	\$1,595
					\$0
Total Salaries/Wages/Fringe Benefits:			\$176,289	\$666,931	\$843,220
Consultants and Speaker Fees/Honorariums			\$27,000	\$0	\$27,000
	Sponsor	Matching			
CIBER Evaluation (Business School - Biz Outreach Director)	\$1,500	\$0			
(2e, 2fiii, 5diii): Undergrad Global Mindset/Global Careers Programming (Berdi)	\$3,000	\$0			
(3f): Student Export Training - Speaker Honorariums	\$1,500	\$0			
(3g): Community of Practice Speaker Honorarium	\$1,000	\$0			
(3i): Women in Global Careers Roundtable (Berdan)	\$3,000	\$0			
(3c, 3e, 3f, 5diii): Student Consulting Training - Friga	\$10,000	\$0			
(5e): WVVA Community College Internationalization Project (Hiller)	\$5,000	\$0			
(6bi) Nordic Innovation Ambassadors' and CEOs' Symposia - Honorarium	\$500	\$0			
(7d): Case development fee for external BL faculty (2 @ \$750)	\$1,500	\$0			
Total	\$27,000	\$0			
Professional Development (includes registration fees for professional development sessions)			\$14,100	\$0	\$14,100
	Sponsor	Matching			
CIBER Director's Conference	\$600	\$0			
(2f, 5g): Conference Registration Fees and Other Professional Development F	\$3,500	\$0			
(5dii, 5eii): CIBER FDIBs (2 \$5000 each; one for each Howard & VA/WVA CC)	\$10,000	\$0			
Total	\$14,100	\$0			
CIBER Co-Sponsorships (includes co-sponsorship fees and may allow for GW-CIBER sponsored registrations)			\$19,500	\$0	\$19,500
	Sponsor	Matching			
(5c): Globalizing Minority-Serving Institutions Program - Georgia State	\$5,000	\$0			
(5c): IB Institute - Michigan State	\$3,000	\$0			
(5c): CIBE MSI/CC Consortium	\$10,000	\$0			
(6cii): National DEC Leadership Forum	\$500	\$0			
(6ciii): NASBITE	\$500	\$0			
(7h): CIBER Business Language Research & Teaching Grants	\$500	\$0			
Total	\$19,500	\$0			
Meeting/Seminar/Conference Expenses (Room Rental / Tech AV and Food/Beverage Costs)			\$27,850	\$0	\$27,850
	Sponsor	Matching			
Room Rental and Tech/Audio Visual Costs					
(1b): Regional Consortium IB Research Conference	\$1,500	\$0			
(4c): Interdisciplinary Conference	\$1,500	\$0			
(4e): Innovation Conference	\$1,500	\$0			
(6bi): Nordic Innovation - Ambassadors' and CEOs' Symposia	\$1,500	\$0			
(6cii): Annual Trade Symposium	\$2,000	\$0			
(6f): GW-CIBER Theme and Focal Area Outreach Projects	\$2,000	\$0			
Total	\$10,000	\$0			

Food & Beverage					
	Sponsor	Matching			
(1a): Regional Consortium Meetings	\$700	\$0			
(1b): Regional Consortium IB Research Conference	\$2,100	\$0			
(4b): GLOB-S Lab Conference	\$1,400	\$0			
(4c): Interdisciplinary Conference	\$3,600	\$0			
(4e): Innovation Research Conference	\$2,100	\$0			
(4h): Summer Doctoral Institute	\$2,200	\$0			
(5e): GW-CIBER Theme and Focal Area Outreach Projects	\$1,750	\$0			
(5b): Migration Matters Workshop	\$1,750	\$0			
(7fi): Annual BL Professional Development Workshop	\$750	\$0			
(7fii): Business Language Immersion Programs (2)	\$1,500	\$0			
Total	\$17,850	\$0			
Domestic Travel (includes travel, meal and lodging expenses)			\$42,350	\$23,690	\$66,040
	Sponsor	Matching			
(1c): IB Course with Exporting Consulting for Consortium Students	\$3,000	\$0			
(2a, 4a): Faculty / Doctoral Travel (RFP)	\$0	\$2,000			
(2e, 2fiii): Undergrad Co-Curricular Programming - Speaker Travel (2x)	\$2,500	\$0			
(2j): Distinguished Speaker Series	\$1,500	\$0			
(3c, 3e, 3f, 5diii): Student Consulting Training - Consultant Travel (2X)	\$2,500	\$0			
(2fii): Case Competition Travel (SDSU) / San Diego IB Career Trek	\$1,000	\$0			
(3d): X-Culture Conference Travel	\$2,500	\$0			
(3g): Community of Practice Speaker Travel	\$1,000	\$0			
(3h, 5diii): IB Career Treks	\$2,000	\$0			
(3i, 3j): Women in IB Career Initiatives & Exec in Residence - Speaker Travel	\$3,500	\$0			
(4b): GLOB-S lab Conference Speaker Travel	\$1,000	\$0			
(4e): Innovation Research Conference Speaker Travel	\$2,000	\$0			
(4h): Summer Doctoral Inst. (GW lodging)	\$0	\$21,690			
(4h): Summer Doctoral Institute (living allowance)	\$12,000	\$0			
(5b): Migration Matters - GW instructor/Staff/Speaker Travel	\$1,500	\$0			
(5e): Travel to WV/VA for GW Staff/Faculty for CC Internationalization Initiative	\$1,500	\$0			
(5eii) IB Career Treks for WV/VA Community College Students	\$2,000	\$0			
(6e): G2@GW Speaker Travel	\$1,500	\$0			
(7fi): Business Training Outreach to other Universities - Instructor Travel	\$750	\$0			
(7fii) Bus transport for Business Language Immersion Workshops	\$600	\$0			
Total	\$42,350	\$23,690			
International Travel (includes travel, meal and lodging expenses)			\$22,500	\$4,000	\$26,500
	Sponsor	Matching			
(3b): Alumni Association IB Internships	\$1,500	\$0			
(2c, 3e) Faculty/Staff Short-Term Study Abroad Travel (Scouting & Program D	\$6,500	\$0			
(2fii): Case Competition Travel (CBS) / Copenhagen IB Career Trek	\$3,000	\$0			
(2a, 4a): Faculty / Doctoral Travel (RFP)	\$0	\$4,000			
(5a): GW-CIBER Faculty/Staff Travel for GW-CIBER Organized FDIBs	\$5,000	\$0			
(5dii): Howard University Faculty Travel - Overseas CIBER FDIB	\$2,000	\$0			
(5ei): Community College Faculty Travel - Overseas CIBER FDIB	\$2,000	\$0			
(7fiii): Business Language FDIB Add-On	\$2,500	\$0			
Total	\$22,500	\$4,000			

Research & Program Support (includes publications, data, software, subscriptions and other resources)			\$1,200	\$3,000	\$4,200
	Sponsor	Matching			
Survey Monkey Evaluation Software	\$200	\$0			
(3b): Databases	\$0	\$3,000			
(7i): Printing for Business Language Journal	\$1,000	\$0			
Total	\$1,200	\$3,000			
Center & Program Materials (includes publications, data, software, subscriptions and other general program development)			\$3,750	\$0	\$3,750
	Sponsor	Matching			
(1b): Regional Consortium IB Research Conference	\$250	0			
(1e): Consortium Executive Education	\$500	\$0			
(4c): Interdisciplinary Conference	\$500	\$0			
(4e): Innovation Conference	\$500	\$0			
(4h): Summer Doctoral Institute	\$500	\$0			
(6cii): Annual Trade Symposium	\$250	\$0			
(6f): GW-CIBER Theme and Focal Area Outreach Projects	\$500	\$0			
(7fi, 7fii): Business Language Workshops, Immersion Workshops	\$750	\$0			
Total	\$3,750	\$0			
Archiving & Broadcasting (includes CIBER outputs archiving/dissemination; media & equipment fees)			\$1,500	\$0	\$1,500
	Sponsor	Matching			
(6g): Events Videographer for posting to Video Library	\$1,000	\$0			
CIBERWEB	\$500	\$0			
Total	\$1,500	\$0			
Total Other Costs			\$159,750	\$30,690	\$190,440
Total Direct Project Costs			\$336,039	\$697,621	\$1,033,660
GWU MODIFIED TOTAL DIRECT COSTS			\$336,039	\$697,621	\$1,033,660
Sponsor Indirect @ 8%MTDC			\$26,883	\$55,810	\$82,693
TOTAL			\$362,922	\$753,431	\$1,116,353

BUDGET NARRATIVE SUPPLEMENTAL INFORMATION

P.I: Anna Helm
 PROJECT: CIBER Year 4
 SPONSOR: Department of Education
 PROJECT DATES: 10/01/21-09/30/22

*Expected salary increases of 3% are calculated into base salary and project salary costs.

**Fringe is calculated at 24.6% for regular and part-time salaries and 6.3% for temporary wages (e.g. hourly wages), per DHHS Agreement dated 4/7/17, effective through 6/30/18, provisional thereafter.

PERSONNEL			EFFORT	BASE	PROJECT	FRINGE	SPONSOR	MATCHING	TOTAL
Line Item	Description	Time Period	(%)	SALARY	SALARY*	BENEFITS**	FUNDS	FUNDS	FUNDS
Core CIBER Staff									
Anna Helm									
	Faculty Director								
Academic Year - Matching Funds	10/1/21 - 5/31/22 & 9/1/22-9/30/22	50.00%	\$122,690	\$62,572	\$15,393			\$77,965	\$77,965
Summer Salary - Matching & Sponsored	6/1/22 - 8/31/22		\$126,371	\$30,000	\$7,380	\$26,166	\$11,214	\$37,380	\$37,380
Alexis Gaul									
	Administrative Director								
Matching Funds	10/1/18 - 9/30/19	65.00%	\$94,777	\$62,991	\$15,496			\$78,487	\$78,487
Sponsor Funds	10/1/18 - 9/30/19	25.00%	\$94,777	\$24,227	\$5,960	\$30,187		\$30,187	\$30,187
Nevena Yakova									
	Program Manager								
Matching Funds	10/1/18 - 9/30/19	65.00%	\$92,526	\$61,495	\$15,128			\$76,623	\$76,623
Sponsor Funds	10/1/18 - 9/30/19	25.00%	\$92,526	\$23,652	\$5,818	\$29,470		\$29,470	\$29,470
Faculty Coordinators									
Stephan Kaplan									
	Faculty Coordinator - Focal Areas								
Academic Year - Matching Funds	10/1/21 - 5/31/22 & 9/1/22-9/30/22	5.00%	\$104,041	\$5,306	\$1,305			\$6,611	\$6,611
Robert Weiner									
	Faculty Coordinator - Focal Areas & BS in IB								
Academic Year - Matching Funds	10/1/21 - 5/31/22 & 9/1/22-9/30/22	5.00%	\$226,427	\$11,548	\$2,841			\$14,389	\$14,389
Maggie Chen									
	Faculty Coordinator - Focal Areas								
Academic Year - Matching Funds	10/1/21 - 5/31/22 & 9/1/22-9/30/22	5.00%	\$227,515	\$11,603	\$2,854			\$14,458	\$14,458
Anupama Phene									
	Faculty Coordinator - Focal Areas								
Academic Year - Matching Funds	10/1/21 - 5/31/22 & 9/1/22-9/30/22	5.00%	\$272,780	\$13,912	\$3,422			\$17,334	\$17,334
Jennifer Brinkerhoff									
	Faculty Coordinator - Focal Areas								
Academic Year - Matching Funds	10/1/21 - 5/31/22 & 9/1/22-9/30/22	5.00%	\$146,385	\$7,466	\$1,837			\$9,302	\$9,302
Liesl Riddle									
	Faculty Coordinator -Focal Areas								
Academic Year - Matching Funds	10/1/21 - 5/31/22 & 9/1/22-9/30/22	5.00%	\$203,063	\$10,356	\$2,548			\$12,904	\$12,904
Jennifer Spencer									
	Faculty Coordinator -Focal Areas								
Academic Year - Matching Funds	10/1/21 - 5/31/22 & 9/1/22-9/30/22	5.00%	\$251,428	\$12,823	\$3,154			\$15,977	\$15,977
Robert Orttung									
	Faculty Coordinator -Focal Areas								
Academic Year - Matching Funds	10/1/21 - 5/31/22 & 9/1/22-9/30/22	5.00%	\$150,780	\$7,709	\$1,896			\$9,605	\$9,605
Noel Maurer									
	RFP Coordinator								
Academic Year - Matching Funds	10/1/21 - 5/31/22 & 9/1/22-9/30/22	5.00%	\$209,625	\$10,691	\$2,630			\$13,321	\$13,321
Summer Salary - Sponsored Funds	6/1/22 - 8/31/22		\$215,914	\$2,500	\$615	\$3,115		\$3,115	\$3,115
Margaret Goglewski									
	Business Languages Faculty Co-Coordinator + BL conference Organizer								
Academic Year - Matching Funds	10/1/21 - 5/31/22 & 9/1/22-9/30/22	15.00%	\$104,676	\$16,015	\$3,940			\$19,955	\$19,955
Summer Salary - Sponsored Funds	6/1/22 - 8/31/22		\$107,817	\$7,000	\$1,722	\$8,722		\$8,722	\$8,722
Staff Supporting MBA Offerings									
Bryan Adriano									
	Executive Director, Global and Experiential Education								
Matching Funds	10/1/18 - 9/30/19	25.00%	\$140,613	\$35,944	\$8,842			\$44,787	\$44,787

Language Partner Faculty (Business Language Curriculum Development & BL Journal Editorship)									
Phyllis Zhang BL Curriculum Development and Immersion Workshop (Chinese)									
Academic Year - Matching Funds	10/1/21 - 5/31/22 & 9/1/22-9/30/22	10.00%	\$107,415	\$10,956	\$2,695			\$13,652	\$13,652
Summer Salary - Sponsored Funds	6/1/22 - 8/31/22		\$110,637	\$1,500	\$369		\$1,869		\$1,869
Shoko Hamano BL Curriculum Development and Immersion Workshop (Korean)									
Academic Year - Matching Funds	10/1/21 - 5/31/22 & 9/1/22-9/30/22	10.00%	\$133,975	\$13,665	\$3,362			\$17,027	\$17,027
Summer Salary - Sponsored Funds	6/1/22 - 8/31/22		\$137,994	\$1,500	\$369		\$1,869		\$1,869
Margaret Gonglewski Business Languages Journal Co-Editorship									
Academic Year - Matching Funds	10/1/21 - 5/31/22 & 9/1/22-9/30/22	5.00%	\$104,676	\$5,338	\$1,313			\$6,652	\$6,652
Summer Salary - Sponsored Funds	6/1/22 - 8/31/22		\$107,817	\$1,000	\$246		\$1,246		\$1,246
Mohssen Esseeys Business Language Journal Co-Editorship									
Academic Year - Matching Funds	10/1/21 - 5/31/22 & 9/1/22-9/30/22	5.00%	\$130,533	\$6,657	\$1,638			\$8,295	\$8,295
Summer Salary - Sponsored Funds	6/1/22 - 8/31/22		\$134,449	\$1,000	\$246		\$1,246		\$1,246
Center Evaluation									
Kathryn Newcomer Evaluation Specialist									
Academic Year - Matching Funds	10/1/21 - 5/31/22 & 9/1/22-9/30/22	2.50%	\$245,558	\$6,262	\$1,540			\$7,802	\$7,802
Summer Salary - Sponsored Funds	6/1/22 - 8/31/22		\$252,925	\$5,000	\$1,230		\$6,230		\$6,230
Specified Research, Curriculum and Outreach Projects									
Liesl Riddle Curriculum / Co-Curricular Projects									
Academic Year - Matching Funds	10/1/21 - 5/31/22 & 9/1/22-9/30/22	5.00%	\$203,063	\$10,356	\$2,548			\$12,904	\$12,904
Summer Salary - Sponsored Funds	6/1/22 - 8/31/22		\$209,154	\$3,500	\$861		\$4,361		\$4,361
Luis Ballesteros Global Scope Lab									
Academic Year - Matching Funds	10/1/21 - 5/31/22 & 9/1/22-9/30/22	2.50%	\$185,764	\$4,737	\$1,165			\$5,902	\$5,902
Heather Berry Global Scope Lab									
Academic Year - Matching Funds	10/1/21 - 5/31/22 & 9/1/22-9/30/22	2.50%	\$244,929	\$6,246	\$1,536			\$7,782	\$7,782
CIBER Fellows (Awarded through RFP for research, curriculum development and outreach projects -2a; 4a; and 6f)									
Academic Year & Summer Salary Faculty Fellows (5 awards- \$5,500 summer salary spread over matching funds (3) & grant funds (2); 10% AY effort)									
(TBD) Assumes \$100,000 salary and 10% effort during Academic Year.									
Academic Year - Matching Funds	10/1/18 - 5/31/19 & 9/1/19-9/30/19	10.00%	\$100,000	\$10,200	\$2,509			\$63,546	\$63,546
Summer Salary - Sponsored Funds	6/1/19 - 8/31/19		\$103,000	\$5,500	\$1,353		\$13,706		\$13,706
Summer Salary - Matching Funds	6/1/19 - 8/31/19		\$103,000	\$5,500	\$1,353			\$20,559	\$20,559
Course Release Faculty Fellows (2 awards - \$6,000 contributed from grant and rest of the effort from cost-share)									
(TBD) Assumes \$100,000 salary and 16.67% effort during Academic Year.									
Course Relief (AY) - Matching Funds	10/1/18 - 5/31/19 & 9/1/19-9/30/19	10.788%	\$100,000	\$11,004	\$2,707			\$27,421	\$27,421
Course Relief (AY) - Sponsor Funds	10/1/18 - 5/31/19 & 9/1/19-9/30/19	5.882%	\$100,000	\$6,000	\$1,476		\$14,951		\$14,951
Other Academic Year Faculty Fellows (3 awards)									
(TBD) Assumes \$100,000 salary and 10% effort during Academic Year.									
Academic Year - Matching Funds	10/1/18 - 5/31/19 & 9/1/19-9/30/19	10.000%	\$100,000	\$10,200	\$2,509			\$38,128	\$38,128
Supplemental Faculty Compensation for Materials & Workshop Development				Sponsor	Fringe				
(1c, 3d): Faculty compensation for Virtual Teams Skills Development Training (2 @\$500)				\$1,000	\$246		\$1,246		\$1,246
(4): Faculty Compensation for Organizing 1-day Integrating IB Teaching Conference				\$1,000	\$246		\$1,246		
(5a): Faculty Compensation for Organizing Overseas FDIB				\$10,000	\$2,460		\$12,460		\$12,460
(5b): Faculty Compensation for Migration Matters Workshop				\$2,000	\$492		\$2,492		\$2,492
(6a): Faculty Compensation for iCorps/High-Tech Startups Executive Education (4 @ \$1,000)				\$4,000	\$984		\$4,984		\$4,984
(6c): Faculty Compensation for District Export Council and Other Trade Related Programming Presentations				\$1,000	\$246		\$1,246		\$1,246
(7g): Faculty Compensation for Business Language Hosting Track Session Organization (5@\$400)				\$2,000	\$492		\$2,492		\$2,492

Research Assistants & Other Hourly Work					
	Match	Fringe			
General CIBER RAs	\$3,554	\$224		\$3,778	\$3,778
(2f, 3g, 3h): Undergraduate Co-Curricular Initiatives Coordinator	\$10,400	\$655		\$11,055	\$11,055
(2a, 4a, and 6f): RAs for Faculty Fellow (RFP)	\$12,000	\$756		\$12,756	\$12,756
(4b): GLOB-S Lab RAs	\$3,000	\$189		\$3,189	\$3,189
(7a): Business Language Curriculum Development RAs (2)	\$2,000	\$126		\$2,126	\$2,126
(7b, 7c, 7f): Business language RA	\$4,000	\$252		\$4,252	\$4,252
(7i): RA for Business Language Journal	\$1,500	\$95		\$1,595	\$1,595
				\$0	\$0
Total Salaries/Wages/Fringe Benefits:			\$169,305	\$691,351	\$860,656
Consultants and Speaker Fees/Honorariums			\$28,500	\$0	\$28,500
	Sponsor	Matching			
Final CIBER Evaluation (Business School - IB Academic)	\$1,500	\$0			
Final CIBER Evaluation (Business School - International Education Administra	\$1,500	\$0			
Final CIBER Evaluation (Business School - Biz Outreach Director)	\$1,500	\$0			
(2e, 2fiii, 5diii): Undergrad Global Mindset/Global Careers Programming (Berd	\$3,000	\$0			
(3f): Student Export Training - Speaker Honorariums	\$1,500	\$0			
(3g): Community of Practice Speaker Honorarium	\$1,000	\$0			
(3i): Women in Global Careers Roundtable (Berdan)	\$3,000	\$0			
(3c, 3e, 3f, 5diii): Student Consulting Training - Friga	\$10,000	\$0			
(5e): WV/VA Community College Internationalization Project (Hiller)	\$5,000	\$0			
(6bi) Nordic Innovation Ambassadors' and CEOs' Symposia - Honorarium	\$500	\$0			
Total	\$28,500	\$0			
Professional Development (includes registration fees for professional development sessions)			\$14,100	\$0	\$14,100
	Sponsor	Matching			
CIBER Director's Conference	\$600	\$0			
(2fi, 5g): Conference Registration Fees and Other Professional Development F	\$3,500	\$0			
(5dii, 5eii): CIBER FDIbS (2 \$5000 each; one for each Howard & VA/WVA CC)	\$10,000	\$0			
Total	\$14,100	\$0			
CIBER Co-Sponsorships (includes co-sponsorship fees and may allow for GW-CIBER sponsored registrations)			\$19,500	\$0	\$19,500
	Sponsor	Matching			
(5c): Globalizing Minority-Serving Institutions Program - Georgia State	\$5,000	\$0			
(5c): IB Institute - Michigan State	\$3,000	\$0			
(5c): CIBE MSI/CC Consortium	\$10,000	\$0			
(6cii): National DEC Leadership Forum	\$500	\$0			
(6ciii): NASBITE	\$500	\$0			
(7g): Business Language Conference	\$500	\$0			
Total	\$19,500	\$0			
Meeting/Seminar/Conference Expenses (Room Rental / Tech AV and Food/Beverage Costs)			\$19,350	\$0	\$19,350
Room Rental and Tech/Audio Visual Costs					
	Sponsor	Matching			
(4d): Integrated Teaching in IB Workshop	\$1,500	\$0			
(6bi): Nordic Innovation - Ambassadors' and CEOs' Symposia	\$1,500	\$0			
(6cii): Annual Trade Symposium	\$2,000	\$0			
(6d): Inclusive Globalization Symposium Series	\$2,000	\$0			
(6f): GW-CIBER Theme and Focal Area Outreach Projects	\$2,000	\$0			
Total	\$9,000	\$0			
Food & Beverage					
	Sponsor	Matching			
(4b): GLOB-S Lab Conference	\$1,400	\$0			
(4d): Integrated Teaching in IB Workshop	\$1,750	\$0			
(4h): Summer Doctoral Institute	\$2,200	\$0			
(5e): GW-CIBER Theme and Focal Area Outreach Projects	\$1,750	\$0			
(5b): Migration Matters Workshop	\$1,750	\$0			
(7fii): Business Language Immersion Programs (2)	\$1,500	\$0			
Total	\$10,350	\$0			

Domestic Travel (includes travel, meal and lodging expenses)			\$46,600	\$23,690	\$70,290
	Sponsor	Matching			
(1a): Regional Consortium Meetings @ partner school	\$1,500	\$0			
(1b): Regional Consortium Research Conference	\$2,000	\$0			
(1c): IB Course with Exporting Consulting for Consortium Students	\$3,000	\$0			
(2a, 4a): Faculty / Doctoral Travel (RFP)	\$0	\$2,000			
(2e, 2fiii): Undergrad Co-Curricular Programming - Speaker Travel (2x)	\$2,500	\$0			
(2j): Distinguished Speaker Series	\$1,500	\$0			
(3c, 3e, 3f, 5diii): Student Consulting Training - Consultant Travel (2x)	\$2,500	\$0			
(2fii): Case Competition Travel (SDSU & Northwestern) - San Diego/Boston IB	\$2,500	\$0			
(3d): X-Culture Conference Travel	\$2,500	\$0			
(3g): Community of Practice Speaker Travel	\$1,000	\$0			
(3h, 5diii): IB Career Treks	\$2,000	\$0			
(3i, 3j): Women in IB Career Initiatives & Exec in Residence - Speaker Travel	\$3,500	\$0			
(4b): GLOB-S Lab Conference Speaker Travel	\$1,000	\$0			
(4f): DMV IB Consortium - Climate and Energy Workshop Speaker Travel	\$2,000	\$0			
(4h): Summer Doctoral Institute (GW lodging)	\$0	\$21,690			
(4h): Summer Doctoral Institute (living allowance)	\$12,000	\$0			
(5b): Migration Matters - GW instructor/Staff/Speaker Travel	\$1,500	\$0			
(5e): Travel for GW Staff/Faculty for CC Internationalization Initiative	\$1,500	\$0			
(6d): Inclusive Globalization Symposium Series Speaker Travel	\$2,000	\$0			
(6e): G2@GW Speaker Travel	\$1,500	\$0			
(7fii) Bus transport for Business Language Immersion Workshops (2)	\$600	\$0			
Total	\$46,600	\$23,690			
International Travel (includes travel, meal and lodging expenses)			\$24,250	\$4,000	\$28,250
	Sponsor	Matching			
(3b): Alumni Association IB Internships	\$1,500	\$0			
(2c, 3e) Faculty/Staff Short-Term Study Abroad Travel (Scouting & Program D	\$6,500	\$0			
(2a, 4a): Faculty / Doctoral Travel (RFP)	\$0	\$4,000			
(5a): GW-CIBER Faculty/Staff Travel for GW-CIBER Organized FDIBs	\$5,000	\$0			
(5dii): Howard University Faculty Travel - Overseas CIBER FDIB	\$2,000	\$0			
(5ei): Community College Faculty Travel - Overseas CIBER FDIB	\$2,000	\$0			
(6biii): Collaborative Residency with KTH	\$2,250	\$0			
(7fiii): Business Language FDIB Add-On	\$5,000	\$0			
Total	\$24,250	\$4,000			
Research & Program Support (includes publications, data, software, subscriptions and other general program development)			\$8,200	\$3,000	\$11,200
	Sponsor	Matching			
Survey Monkey Evaluation Software	\$200	\$0			
(5f): Country Studies Book - Rwanda	\$6,000	\$0			
(6d): Inclusive Globalization Policy Brief	\$1,000	\$0			
(3b): Databases	\$0	\$3,000			
(7i): Printing for Business Language Journal	\$1,000	\$0			
Total	\$8,200	\$3,000			
Center & Program Materials (includes conference/program promotion & conference/workshop materials)			\$3,000	\$0	\$3,000
	Sponsor	Matching			
(1e): Consortium Executive Education	\$500	\$0			
(4d): Integrated Teaching in IB Workshop	\$500	\$0			
(4h): Summer Doctoral Institute	\$500	\$0			
(6cii): Annual Trade Symposium	\$250	\$0			
(6d): Inclusive Globalization Symposium Series	\$250	\$0			
(6f): GW-CIBER Theme and Focal Area Outreach Projects	\$500	\$0			
(7fii): Business Language Immersion Workshops	\$500	\$0			
Total	\$3,000	\$0			

Archiving & Broadcasting (includes CIBER outputs archiving/dissemination; media & equipment fees)	\$1,500	\$0	\$1,500
	Sponsor	Matching	
(6g): Events Videographer for posting to Video Library	\$1,000	\$0	
CIBERWEB	\$500	\$0	
Total	\$1,500	\$0	
Total Other Costs	\$165,000	\$30,690	\$195,690
Total Direct Project Costs	\$334,305	\$722,041	\$1,056,346
GWU MODIFIED TOTAL DIRECT COSTS	\$334,305	\$722,041	\$1,056,346
Sponsor Indirect @ 8%MTDC	\$26,744	\$57,763	\$84,507
TOTAL	\$361,049	\$779,804	\$1,140,853